JUNE 17, 1960

50€

Sales Management THE MAGAZINE OF MARKETING

ALSO IN THIS ISSUE

The Last Great Price Fix

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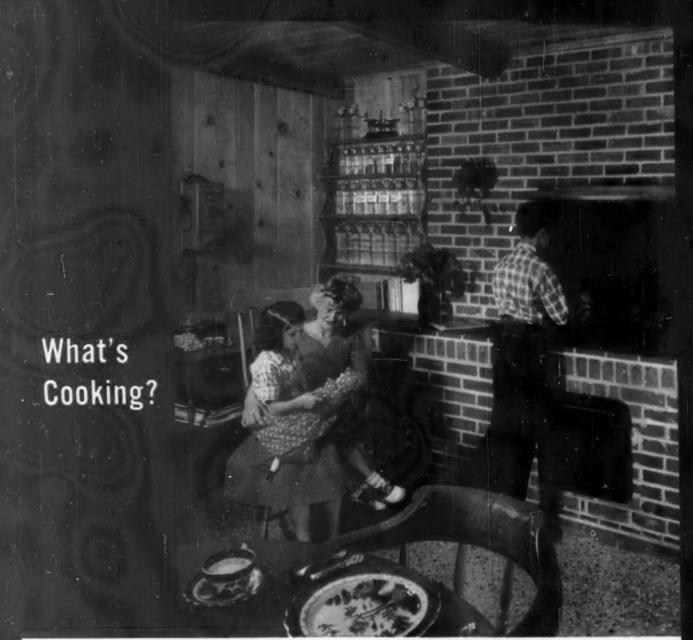
Current Practices
In Salesmen's Termination Pay

*

What's Up at 7-Up
That Makes December Hot?

How to Sell Against Imports

Page 3



The Stolba family of Tulsa County, Oklahoma, as featured in Farm Journal

Plenty! FARM JOURNAL farm families, like the Stolbas, eat 37,000,000 more homeserved meals a week than an equal number of urban families.

These extra meals—every day, every month, every year—create an extraordinary interest in home-cooking. Here is a measurable example of that extraordinary interest.

A national advertiser—using a black and white page advertisement in FARM JOURNAL—offered a collection of cookie recipes that had been gathered from FARM JOURNAL subscribers.

Many advertisers will know that a magazine, with 3,000,000 subscribers, could be expected to pull approximately 18,000 responses over a 6-month period. Actually, FARM JOURNAL did produce more than 50,000 responses in the first 40 days, and will produce a total in excess of 75,000.

In other words, FARM JOURNAL is performing as though it were a magazine with 10,000,000 subscribers, yet its space rates are based on 3,000,000!

This example points up a most significant fact: FARM JOURNAL not only possesses all the proven power of a specialty magazine, but it delivers, at low cost, the kind of mass results associated *only* with mass media.

Nothing influences farm families like a farm magazine—and no farm magazine means so much to so many as FARM JOURNAL, the biggest in the country.

The magazine farm families everywhere depend on . . .



GRAHAM PATTERSON, Publisher RICHARD J. BABCOCK, President

the slipsheet

For issue of June 17, 1960

an informal "f.y.i." before you read the issue

You're a media executive. What's in Sales Management for you?

That thought running through your mind as you heft this issue? Get the impression that our editors didn't have you in mind? True, Sales Management is edited for and about your customers and prospects, not you.

But look at it this way ...

How to Sell Against Imports (page 33) of direct interest to media sellers. Important advertisers--from the "nuts & bolts" type to the "glamour" kind, facing rising competition from abroad. Advertising strategies, investments due for "panic" revision in many companies, industries. Your advertisers may be among them. Marketers from abroad are bright, many using American ad agencies & media (again--yours?) to sell over \$15 billion in imports.

7-Up (page 36) peaks its year's advertising in December, not mid-summer. Contrary to industry. In this story, you can get close to 7-Up's Ben Wells, v-p and director of sales and advertising, and his supporting cast of marketing executives. You'll see how, why, when, where the ad budget is sliced. Who gets it, who doesn't. Intimate glimpse of way these experts plan. How they think.

Okay, 7-Up isn't important to your publication. You're industrial. Then look at Easy Way to Analyze Industrial Sales (page 45). We're dealing, here, with a division of Miniature Precision Bearings, Inc., and the problems of interpreting current customer activity for future sales planning. Same problem faced by any industrial marketer, regardless of size, products. Same problem your advertisers & prospects face. Can your publication help industrials (1) locate new markets? (2) serve existing markets in greater depth? (3) create better understanding of products, service, quality? Point: Bet this story will give you at least one first-rate sales or promotion idea for your medium.

Advertising Weathervane, a few pages later, gives you a fix--no matter what industry you serve--on anticipated ad increases needed to move existing inventories. This feature can help you forecast your sales.

As we said, the magazine serves the executives in charge of sales & marketing for national and major regional marketers. Men who control the budgets. Men who insist on sales results from their most important sales tool—advertising. Not so remote, afterall?

#

The Publishers

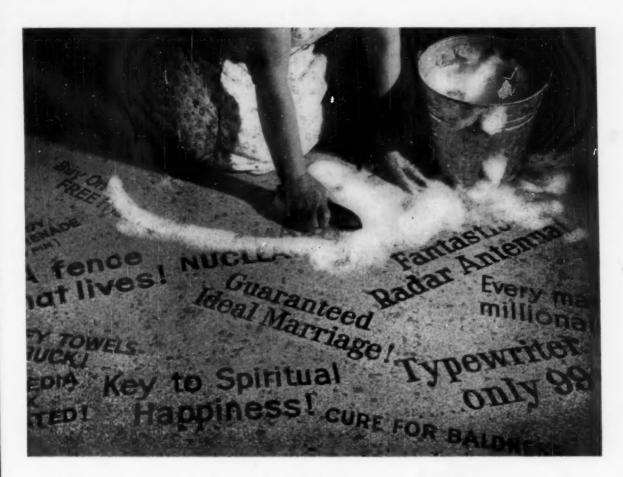
Sales Management

630 THIRD AVENUE . NEW YORK 17, NEW YORK

YUKON 6-4800

"the slipsheet" is included only in complimentary copies.





What makes a newspaper great?

Want to buy a 99¢ typewriter that won't write? Or make huge profits growing mushrooms in your cellar?

Looking for a sure cure for baldness, a lifetime companion, a publisher for your new novel, or a homesite only three feet under water?

Every day, a new assortment of unique opportunities like these crawls out from under the mail in the Minneapolis Star and Tribune advertising department. Some are merely hilarious, some are in bad taste, some naive and others frankly vicious. Some are marvels of ingenious word-carpentry that must be studied with a cynic's eye before their misleading intentions stand revealed. Tossing out such stuff is an important part of running the advertising side of a good family newspaper.

Keeping unethical and questionable advertising from seeing the light of print is no sometime crusade for newspapermen. Both display and classified ad columns must be policed with persistence and organization. For example, a 35-page guide book is needed to contain the advertising acceptability standards of the Minneapolis Star and Tribune. And each year these newspapers turn down more than three-quarters of a million dollars' worth of advertising that fails to meet standards of truthfulness and good taste.

The hot white light of indignation now aimed at misleading advertising nationwide is giving the whole advertising industry a chance for a closer look at ethics and ideals. Rather than remain content to bask in the glow of rectitude, good newspapers work hand in hand with advertisers, agencies and authorities to increase their vigilance and improve their methods of safeguarding the public (and thus their own) interest.

In the Upper Midwest, the "Big Clean-Up" is no new idea. Forty-six

years ago, America's first organized attack on false and questionable advertising began here as the Minneapolis Advertising Forum's "Vigi-lance Bureau," which grew into the nation's first Better Business Bureau. Today a Minneapolitan, James S. Fish of General Mills, chairman of the board of the Advertising Federation of America and 1959-60 president of the present Minneapolis Advertising Club, is spearheading a national, all-out campaign for good taste and honesty in advertising.

Through continuing efforts to up grade newspaper standards, both advertising and editorial, the Minneapolis Star and Tribune strive, day after day, to maintain the respect of their readers, earned over the years as thoughtful and reliable spokesmen for the 31/3 state Upper Midwest.

Minneapolis Star and Tribune MORNING & SUNDAY

660,000 SUNDAY

525,000 DAILY Copyright 1960, Minneapolis Star and Tribune Co.

JOHN COWLES, President

This is a Fickle-brained Dime off-er



A bird in the hand is still worth you-know-what

... it still costs less to keep a customer sold than to sell a new one.

Let us show you how to keep your customers sold—how to build business that repeats and repeats—with your own customer engineered premium plan.

Cost? You decide that. You pay for your individually-tailored premium service plan after you profit from it. Not before. Let us tell you more.

Write, wire or phone collect—ATlas 8-9315. S-3.



SUBSIDIARY OF THE CURTIS PUBLISHING COMPANY

195 North St., Teterboro, N.J.

Sales Management

THE MAGAZINE OF MARKETING

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Survey of Buying Power July 10 This Year

Why Not Free Managers from Sales Training

Chores? (Brown & Bigelow)

Can the Mobil Method Lick the Service Bugaboo? 39

Because of delays in the release of revised figures on 1958 retail sales by the Bureau of the Census, vital to us as a benchmark for projecting 1959 retail sales by states, counties, cities and Metropolitan Areas, the Survey of Buying Power release date has been moved up from the usual May 10 to July 10.

This year the Survey of Buying Power, dated July 10, will carry for the United States and Canada, population estimates as of January 1, 1960, and estimates for the year 1959 on net Effective Buying Income and retail sales, plus cash farm income figures for leading agricultural counties in the U.S.

The Editors
Sales Management

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Executive Offices: 630 Third Ave., New York 17, N. Y. YUkon 6-4800

HIGHLIGHTS

DON'T FORGET YOUR OWN ADVANTAGES

In all the heat about "too much competition from imports" and the sweat over tariffs, one of the best ways to fight back is often overlooked: pushing the particular advantages of U.S. products. Here's how six top marketers size up the situation.

Page 33

LINCOLN'S CO-OPERATIVES ARE BIG BUSINESS

Murray Danforth Lincoln admits to occasional musings on the benefits that owning such a leading grocery chain as A & P would bring to his "peoples' enterprises." Meanwhile—the co-op network he guides is growing, spreading, diversifying.

Page 61

HEAVY ADVERTISING ROCKS ANOTHER THEORY

By selling a theme—and advertising—Seven-Up has reversed the soft drink field's mid-winter slump. But then this company has a history of moving against the usual in its industry.

Page 36

'GUIDE' SPELLS OUT LEGAL CO-OP DEALS

The FTC now clears up the confusion about what's OK, what's not, in co-op advertising. But its very lucid new "Guide" has also removed marketers' biggest alibi for illegal deals—ignorance. Page 83

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when it's a case of going places... in style!



Tra-Valise



No matter how many thousands of miles you "log" each year, this molded, slim, beautifully contoured case will always do you proud. TUFIDE "Tra-Valise" is virtually indestructible, always looks smart, neat, new, businesslike, thanks to Stebco patented features. It's lightweight, easy to handle and carry . . . holds business papers plus change of clothing . . . is dust and moisture proof. Also available with modifications for your specific needs.

Important feature: the one-piece aluminum frame with the patented "Handle-Lock"...locks open and closes instantly, securely, with a single touch.

See "Tra-Valise" at your favorite store or write

STEBCO PRODUCTS Chicago 7, III.

Custom Cases, too, especially designed with your business in mind

NOW! SAVE 85¢ ON EVERY DOLLAR YOU BUDGET FOR CONTEST PRIZES!

CONTESTS UNLIMITED, INC.
WRAPS UP A "PRIZE"
PACKAGE AT 85% OFF
LIST! OFFERS COMPLETE
SERVICE FROM CONTEST
IDEAS TO CONTEST
COMPLETION!

Sure, it's important to line up the right prizes at the right prices for your next contest. That we do blind-folded.

But what about lining up all the details of your contest—the follow-through, if you will, that will make your contest effort more appealing, more effective, more profitable.

This we do, too, but with our eyes wide open. And we do it all:

Provide prizes **
Process entries
Legal approvals
Delivery of prizes
Obtain celebrities
for drawing and
judging winners
Original contest ideas
TV exposure

For full details on how to save time, money and your nerves, write today to:

Contests Unlimited, Inc.

Dept. 32

1780 Broadway, New York, N. Y. PL 7-9445

*A partial list of brands available as prizes: Westinghouse, American Motors, Admiral, Puritan Sportswear, Eastman-Kodak, Waterman Pen, Mitchell Reels, Pan-Am Airways, Arpege by Lanvin.

Sales Management

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U. S. and Canada \$10 a year . Foreign \$15

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Offices and personnel listed in Advertisers' Index.

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National Business Publications



SALES MANAGEMENT is published the first and third Friday of every month except in May, July, September and Novamber when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Second-class postage paid at East Stroudsburg, Pa. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Arenue, New York 17, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January March, May, July September and November. Editorial and production office: 1212 Chestan Street, Philip Harrison, Publisher; Robert Letwin, Editor

Copyright, Sales Management, Inc., 1960

Working a 7-day week to deliver the goods in Million Market Milwaukee



A daily shopping habit for 9 out of 10 Milwaukee families

With personal net income averaging \$50,000,000 weekly, Milwaukee is always in a good buying mood. Retail sales are over \$30,000,000 weekly! And every day, The Milwaukee Journal serves as a shopping list for 9 out of 10 families in this 1,189,000 metropolitan area. Want to join the list? You can do it at milling rates 20% below the average for newspapers of comparable size.

Member of Million Market Newspapers, Inc.

New York, 529 Fifth Ave.—Chicago, 333 N. Michigan Ave.— Detroit, 438 New Center Bldg.—Los Angeles, 3450 Wilshire Blvd. —San Francisco, 111 Sutter St.

Any way you look at it . . . Milwaukee is a TOP TEN market

(statistics based on a survey of the nation's 20 largest markets

Median income per family	1
Per cent of families with incomes over \$7,000 6th	1
Median value of single dwelling units4tl	1
Retail store sales per family*2nd	å
Food store sales per family	b
Automotive sales per family	ń
General merchandising store sales per familySti	4
Eating-drinking place sales per family2nd	d
*Exclusion mail projets and other panetary soles.	

The Milwaukee Journal

AMERICA'S MOST COLORFUL NEWSPAPER



There's one leader in Philadelphia and its suburbs. It's The Evening Bulletin.

The 1959 A.B.C. Audit Report shows that The Evening Bulletin's leadership in circulation in 14county Greater Philadelphia is 145,637.

Two major research studies show The Evening Bulletin's leadership in adult readership in both the city and the suburbs.

The 1960 National Analysts, Inc. survey shows that The Evening Bulletin leads in readership by 351,000 adults in Greater Philadelphia homes with telephones.

And the 1957 Carl J. Nelson Research, Inc. study shows that The Evening Bulletin leads in readership by 396,000 adults in Greater Philadelphia families.

In the suburbs, where Greater Philadelphia is

growing fastest, A.B.C. Audit Reports for 1950 and 1959 show:

The Evening Bulletin's Suburban Circulation Grew TWICE AS FAST As The Morning Inquirer's

	Circulation Gain	Fercent Gain
Evening Bulletin	+45,641	+19%
Morning Inquirer	+20,490	+ 9%

The Evening Bulletin's Suburban Circulation Leadership TRIPLED . . . from 11,611 to 36,762

and this 36,762 leadership does not include the tens of thousands of Evening Bulletins sold in downtown Philadelphia which are carried home to the suburbs every day)

Follow the leader in Philadelphia and its suburbs-The Evening Bulletin.

In Philadelphia Nearly Everybody Reads The Bulletin

The Evening Bulletin Leads in Circulation and Readership ... in Philadelphia and in Suburban Philadelphia

A MEMBER OF MILLION MARKET NEWSPAPERS, INC. Advertising Offices: New York * Chicago * Detroit * San Francisco * Los Anneles

Suburban 13 counties beyond the city in the 14 county
Philadelphia: Greater Philadelphia A.B.C. City and Trading Zone

-SM

NOTES FROM THE EDITOR'S SIDE POCKET

What Makes a Salesman Sell?

One of the speakers at the NSE convention in Buffalo was Gordon Nereim, vice president of The E. F. MacDonald Company. He said there are three eggs in the salesman-motivation basket.

"The first motivation egg, Management tells us, is cash. Next, Management tells us that praise, recognition, honor awards, make Johnny run. Thirdly, it is the better things of life that a salesman wants for himself and his family, the luxuries, that motivate him. These three do constitute what make him sell. But Management often places them in the wrong order, such as they are here represented, because we have found, in working with thousands of salesmen annually, that the proper order of importance in the salesmen's minds is this: Things and praise are uppermost and cash is at the bottom.

"The primary motivating factors in a salesman's life are the better things, the better living, and recognition; cash is just a necessary means to an end. Cash is not what he works for, but what cash will buy, plus his ego-salving in the form of praise."

I don't have any serious quarrel with friend Nereim, but I wish I could remember who it was who offered an even simpler answer to what motivates a salesman. He said that behind every truly successful salesman is a woman who constantly says she has nothing to

A Dissenter on Motivation

Another speaker at the NSE convention was G. Worthington Hipple, regional manager of the Fedders Corp. His solution to better motivation is better education, better training for the salesman's job. Hipple pointed out that most salesmen get into their field by accident or desperation, that everybody except the salesman gets training for the job—doctors, dentists, lawyers, plumbers, brick layers, you name it.

"I've seen the sales manager who found that the best top management would give him was an \$8,500-a-year sales trainer. Don't we all rail at the school system? Does this ring a bell: 'How do you expect to get good teachers at the prices they pay?'

"If you could get a man who could really train your salesmen, he should be worth at least fifty thousand a year to your company.

Don't give your salesmen an incentive with spiffs for doing what he is paid for, or a trip to Las Vegas, a range, a freezer, or a plaque for first place. Give him a solid education in his life's work and he'll be eternally grateful."

Messrs. Nereim and Hipple spoke on different days and so far as I know didn't get together later to resolve their conflicting points of view. Incidentally, the Fedders Corp., Mr. Hipple's employer, is one of the biggest users of incentive awards for its dealers, in the form of trips and cruises to domestic and foreign resorts. SM, in its issue of December 18, 1959, told the story of a recent Fedders convention in Rome.

We Don't Run!

I don't know about you, but I always wonder what sort of image the copywriter has of his audience when he writes a commercial urging you to run down right now to your neighborhood druggist or tavern to get whatever it is that is being touted. Ever know anybody who rushed out immediately, who even walked or rode, to say nothing of running?

There's a chap over in Newark named Joe Kesslinger who seems to get a lot of fun running an advertising agency, J. M. Kesslinger & Associates. Periodically he gets out a personally written house organ in which he lets loose on whatever interests him or bothers him most at the moment. I mentioned "running down to the store" because he reminded me of it on the one page of his little magazine where he permits himself a "commercial" for his own business. He points out that the most important ingredient in an ad is a persuasive idea that will stick in the memory -an idea that ultimately will ring a bell and lead the consumer to the actual sales.

In the same issue he asks whether, as a nation or as individuals, we have become weak. A nation is a collection of individuals. As individuals we never had it so



He may be looking for your product...

IEN is read for only one reason - product information.

Every month-

- 77,017 men
- · in more than 40,000 plants
- in all of the 452
- manufacturing industries

read IEN from cover to cover searching for products to solve their problems.

What better place could there be for your product advertising . . . and what better timing? Your ads in IEN are right at the "point of purchase" . . . not just with the industries you normally sell but throughout all industry . . . where new markets are developing almost daily.

And the cost is surprisingly low... under \$200. For despite a recent circulation increase, IEN has not raised its rates. Write for our ninesection Media Data File. It's yours for the asking.



good for selling
... because it's
used for
buying!

INDUSTRIAL EQUIPMENT NEWS 461 Eighth Avenue, New York, N. Y.

Thomas Publishing Company

FOR THE MANUFACTURER WHO HAS EVERYTHING!

(Well, Almost Everything!!)

He's the manufacturer with a *good* product, good package and good distribution set-up. What more could he want? MORE SALES, of course!

If you happen to be in his position in Central Iowa, WHO-TV can help you reach and sell more people, at low cost.

The popular Early Show (4 p.m.-6:05 p.m. Monday through Friday) is a good example. It starts with a fast-paced cartoon segment* for kiddies, then features a full-length movie* for mom, and signs off with news for dad . . . gives you an average of 67,515 viewers per quarter hour, at only \$1.18 per thousand!

Results? You bet — plenty of them! And this is only one of many outstanding values on WHO-TV, every day of the week. Ask PGW for availabilities.

*MGM Package ★ WARNER BROTHERS "Vanguard"

★ "Showcase Package" ★ NTA "Dream," "Champagne,"
"Lion" ★ SCREEN GEMS "Sweet 65" ★ HOLLYWOOD
TELEVISION SERVICE "Constellation" ★ M and A ALEXANDER "Imperial Prestige" ★ PARAMOUNT LIBRARY
and others.

.

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NSI SURVEY DES MOINES-AMES AREA

EARLY SP	IOW - TOTAL AUD	IENCE PER QUART	ER HOUR
	November, 1959	February, 1960	Percent Increase
VIEWERS	54,832	67,515	19%
HOMES	27,410	32,150	23%

WHO-TV is part of Central Broadcasting Company, which also owns and operates WHO Radio, Des Moines WOC-TV, Davenport

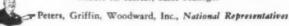


WHO-TV

Channel 13 · Des Moines

NBC Affiliate

Col. B. J. Palmer, President P. A. Loyet, Resident Manager Robert H. Harter, Sales Manager



good. Nobody is hungry any longer. Hunger of one kind or another drives people to extraordinary physical and mental activity. "But nobody with all his marbles is going to advocate a return to poverty to toughen the posteriors of the population and put some iron back into sagging spines. So what to do?

"I give you Kesslinger's Theory of Planned Activity To Counteract the Debilitating Effects of Easy Living. . . Let us launch a national movement. I'm not kidding. Here's a slogan—GET OFF YOUR DUFF AND DO SOMETHING—ANYTHING! The activity can be anything from athletics to hiking, walking, dancing or hobbying.

"If some of you bright readers take the lead in selling Planned Activity to your church, your local social and civic groups, maybe we can get it off the ground and America can be on its way to recovering its once famous and fabulous energy. Come on-live-it can be fun."

So perhaps we might be better off if we did follow the advertiser's injunction to run down to the nearest store. We won't do that, of course. But when you look at the sturdiness of our Communist enemies, it's frightening to observe the descendants of American pioneers who carved civilization out of the wilderness dropping dead from heart attacks when they shovel a few inches of snow off the front walk.

You're Always 'On Camera'

We know a city-bred man who, as part of his training for the advertising selling force of a farm magazine, was taken to an auction show of young bulls. Without being aware of it he had the habit of fingering his Adam's apple when he became excited. You've probably guessed it: He was the most surprised man in the hall when the auctioneer pointed to him and said, "Sold to the young man in the third row for \$750." I was reminded of it when "Red" Motley sent me a circular and a note reading, "This makes a lot of sense."

The circular was about a new organization in New York called "Executives on Camera," headed by John F. McCarthy, a veteran of twenty years of broadcasting. Yesterday, McCarthy points out, it was the conference table, the speaker's platform, and in-person contacts. Today it is closed-circuit television, live television, taped television, company-produced films.

You can destroy the image you are striving for by not knowing technical situations that are a part of cameras, cables and confusion; and through bad mannerisms that even your best friends won't tell you and "yes-men" cover up.

Things you probably don't know

Things you probably don't know about yourself: Whether long shots or close-ups show you to best advantage; whether or not you tighten up and look like a graven image; whether you talk out of the corner of your mouth—or "teeter" instead of standing firmly—or bob your head—or scratch your ears—or lick your lips.

Granted, we can't become Cary Grants, but those of us who are called upon to make public appearances, especially in a new medium, could stand a bit of coaching.

Beds-King-size Pushed

You would search far and wide before you found a man who gets more solid enjoyment and satisfaction out of his job than the undersigned—and yet once every so often I must admit that I envy some of my friends in huge corporate outfits that can afford to spend big money today in the hope of dividends a decade hence.

Right now I'm thinking that way about people at U.S. Steel Corp. They're both so well cushioned and far-seeing that they're starting a campaign to get you and me to switch to king-size beds. To do this they are distributing a booklet called: "The Wonderful Wacky World of Sleep," the idea being that if we use bigger beds we'll have to buy more spring and mattress wire. Of course they hope it will be wire by U. S. Steel, but they know that the consumer isn't going to specify a brand name for that component of the bed. They are so well entrenched that they don't have to worry about the fact that a successful campaign willbuild added business for Bethlehem, Republic, Inland and other competitors. They'll get their full share, perhaps more, if the idea

And that's about the only way old, stable businesses will grow faster than the population growth—by creating wants that will increase our per capita consumption.

This Salisbury





You are if you're depending on a Minneapolis daily paper to sell the Moorhead-Fargo 2-county. 2-state "metropolitan" market. You get less than 8% coverage, compared to the 9-out-of-10-family coverage of The Fargo Forum — Moorhead News.

Moorhead-Fargo's 105,400 people are Minnesota's 4th market, North Dakota's 1st market . . and the largest market between Minneapolis and Spokane!

20 counties in 2 states, but only one market of 315,100 people, solidly sold by only one newspaper





CHILTON'S

10

How Hardware Age's M-A-P delivers

the help you need for

PROFITABLE MARKETING

There is no room for wasted effort in hardware marketing today!

Selling must be concentrated where it pays off best. Which areas of the total hardware market are economically significant for your product? How deep should your sales efforts penetrate before reaching the point of diminishing return? Which type of distributors would be best for your line?

The most authoritative guide to this and other vital information is Hardware Age's M-A-P—a complete Marketing Assistance Program that stems from Hardware Age's intimate knowledge of the booming \$3 billion hardware market. For example, M-A-P offers you an up-to-the-minute Census of Retail Hardware Dealers. Survey findings can show you which dealers sell how much of what products. Comprehensive data on whole-saler operations provide an accurate key to effective distribution. A fully staffed research department is at your service. Mailing and merchandising services . . . a brand name merchandise directory . . . printed profiles of the people you must sell . . . media information . . . and general counseling on marketing problems are other marketing tools you can utilize.

Hardware Age's M-A-P is an extension of the two factors which have made this the leading hardware magazine—editorial excellence and quality-controlled national circulation. Use it for more profitable marketing. Talk to your Hardware Age representative now.

Chilton

Chestnut and 56th Streets - Philadelphia 39, Pa.

HARDWARE AGE assures you more than 25,500 paid circulation among qualified hardware retailers and their salesmen. In addition, you get more than 7700 paid circulation among qualified hardware wholesalers, their buyers and salesmen; and more than 2000 paid circulation among specialty distributors and manufacturers' representatives. Published every other week, it delivers fresh, informative news, management guidance, and merchandising ideas to eager readers who sell 60,000 items for use in home, farm and industry.



HARDWARE AGE

Remarkable

ROCKFORD

is the

NEW

No. 2

CITY

in

Illinois

ROCKFORD MORNING STAR Bockford Register-Republic Finest FULL COLOR Facilities

CORPORATE CLOSE-UP

J&L Woos Distributors In Bid for Wider Stainless Markets



The Stainless and Strip Division of Jones & Laughlin Steel Corprolled out a bright and shiny "whole new deal" for the distributors of stainless steel in what it calls Project $\theta 0$, a program "unique in the history of marketing stainless steel."

Division President M. K. Schnurr immediately touches down to hard ground with the explanation, ". . . There's nothing new or original about the concept of the warehouse or distributor as a key factor in marketing stainless steel.

"They found the prospect, they sold him on the material, and as soon as he [the customer] got big enough, in far too many cases, they lost him to the mill. For years, stainless producers have been paying lip service to the distributor's contribution to this industry. They've patted the distributor on the back with one hand and pulled his customers into the mill with the other.

"Let's continue to be honest," continues Schnurr. "We're doing this for completely sound and logical reasons. J&L Stainless needs the distributor."

J&L is a relative latecomer to stainless production. In early 1957, the company acquired Rotary Electric Steel Corp., a stainless steel mill; and later that year J&L also acquired Cold Metal Products Co., a producer of steel strip.

As a latecomer, J&L Stainless relied on distributors' service centers to market most of the company's stainless. Now, although it does some direct mill selling, it markets about 60% to 70% of its stainless through distributors. With Project 60, J&L is willing to let the distributors' market take its entire production—distributors willing and customers willing.

Highlights of the Project 60 support program include: increased storage and production facilities to assure prompt delivery to distributors; a \$500,000 advertising campaign to run in leading business and industrial publications, emphasizing the distributor as the man to call for stainless; use of Western Union Operator 25 to channel inquiries to distributors; a free, ready-made direct mail program for the distributor, carrying his imprint; technical support through literature for mass distribution by the distributor, and a technical service which includes laboratory and metallurgical specialist help.

The announcement of open courtship of the distributor has raised some skepticism by the other mills. One of the reasons is undoubtedly the open competition that has existed between distributor and mill. This is normal marketing practice in the stainless industry. The mill absorbs the discount to the distributors or sells at the distributor price (parity pricing) to the customer who buys direct. Naturally, it is more profitable to sell from the mill if there is a sales force and warehousing organization available. However, shipments of stainless are smaller, more specialized and more exacting.

J&L points out that it is doing nothing more than joining an existing situation willingly, and supporting it rather than fighting it. Distributors now sell a major part of all stainless sold to large and diverse markets such as chemical equipment; aircraft and missiles; pulp, paper and textile; food and beverage equipment. In 1947, distributors sold just 18% of the market and in 1959 they had 41%.

J&L now accounts for about one-sixth of the total stainless production. To market this output, it is betting on the distributor.



HE ADVERTISED ONLY TO A SELL-ECTED AUDIENCE

A sell-ected audience means an audience of pre-sold, interested prospects—not padded with additional readers who aren't in the market for your product. (In other words, to sell pants it's smart to direct your message to folks who need, want, and are interested in pants.) Hearst Special Interest Magazines deliver only sell-ected readers who are biased-and in your direction!

HEARST magazines

-13 keys to the special interests of 13 groups of people • • • American Druggist Bride & Home . Cosmopolitan . Good Housekeeping . Harper's Bazaar . House Beautiful . Motor Boating Motor • New Medical Materia • Popular Mechanics • Science Digest • Sports Afield • Town & Country

SPREAD YOUR SALES STORY



What products do you have to sell the Family Weekly market whose FOOD LISTS total \$71/2 billion?

Family Weekly REACHES THEM-EFFECTIVELY,

ECONOMICALLY, IN DEPTH ... AND IN COLOR!

to 87% of all homes in 191 top market centers with one ad in... Family Weekly

To measure a market, examine how the people live—what they buy—yes, even what they eat. For instance, the families in the markets where Family Weekly has 20% or more saturation, spend over 7½ billion dollars for food products! The grocers and food merchants who handle this business, ring up 15.3% of all U.S. food sales—much of it national brands. Probably because they engage in 47.2% more national food

promotions than dealers in the larger, metropolitan cities.

With this flourish of activity and local control of sales, you'd think this market would be bombarded with pin-pointed, guided national advertising. When actually only one national media—Family Weekly—does a meaningful saturation job—reaching in total depth this vital and important segment of America's marketing picture!

FAMILY WEEKLY GOES INTO 4,896,801 HOMES, ON THE WEEK-END, WHEN PEOPLE READ MOST. The week-end is relaxing time in FAMILY WEEKLY homes. The time for discussing family purchases, too. The perfect time to sell your product!

FAMILY WEEKLY GIVES YOU 87% COVERAGE IN 191 OTHERWISE UNDER-EXPOSED CITIES . . . THE BIGGEST MARKET YOU CAN BUY IN SUCH DEPTH WITH A SINGLE MEDIUM. In 591 counties where FAMILY WEEKLY has 20% or more coverage, FAMILY WEEKLY offers an average saturation of 53.1%.

FAMILY WEEKLY DELIVERS HIGH ADVERTISING READERSHIP PER DOLLAR. We can show you the actual figures! These are the UNsaturated markets where people read the ads carefully—and respond to them like mad!

FAMILY WEEKLY MARKETS ARE 191 BIG CITY MARKETS such as Boise, New Haven, Schenectady, Canton, Santa Barbara, Racine, Springfield (Ill.), Trenton, Lancaster. These are the types of large, prosperous cities FAMILY WEEKLY caters to so conscientiously. Large, yes. Yet these cities retain a certain unhurried quality that make them pleasant and profitable places in which to do business.

Just contact
FAMILY WEEKLY

153 North Michigan Avenue CHICAGO 1

Covering markets that do 15.3% of all U.S. retail sales...





Each week over 7,460,000 families across the country turn the pages of TV Guide to find out.

"Our readers rely on us to give them complete, accurate last minute information on programming," said Mr. Nelson H. Futch, Merchandising Director.

"We in turn," he said, "rely on Emery Air Freight to help us provide this information. For example, thirteen of the fifty-six editions of TV Guide are produced in Radnor, Penn. The magazine is laid out on Monday. Wednesday night, Emery picks up duplicate galley proofs and delivers them the next morning to our offices in Boston, Cleveland, Chicago and Detroit. Corrections are teletyped to Radnor up to

Friday night when the magazine goes to press.

"We also use Emery to make timed deliveries of advertising and merchandising material for national promotions. Because of the tight schedules we have to maintain, we must know where our shipments are and when they will arrive. We picked Emery because of their speed and reliability and, most important to us, because of Emery's teletype control of shipments from door to door."

Find out how Emery's air freight marketing services can help you. Call your local Emery representative today. Write for free idea-packed booklet: "6 New Ways to Promote Your Products by Air Freight."



EMERY AIR FREIGHT

801 Second Avenue, New York 17, N.Y. "EMERY-Worldwide Blue Ribbon Service"

SM's Change as "Science" Marches On

Most sales and marketing executives got where they are today by being, in a sense, artists. Perhaps they were gifted salesmen; certainly they are leaders of men and are equipped with a rare degree of insight.

Yet their jobs are swiftly becoming more and more deeply embroiled with the unfamiliar and often bewildering world of science and technology. For example, the sales executive is told today that "The profits of competitors, at competitive equilibrium, are proportional to the cube of the reciprocal of brand switching." And this is just one of twenty such "natural laws" of business developed by one organization, the Market Research Corporation of America.

Of course, it may be well into the next century before such "laws" are on the lips of every marketing executive. Yet even today they serve to point up the dilemma of the sales executive, who finds it increasingly difficult to straddle the rapidly widening gap between the art and science of selling. The gap has been growing for years; but now it's getting too wide to ignore—and it's really just starting to move.

Here are some of the strongest footholds of technology in marketing:

Promotion: Relative newcomer packaging research is already among the most sophisticated of marketing sciences, with super market "laboratories," full 3-year market tests and qualitative measuring devices. Advertising research, now mostly quantitative, promises major breakthroughs in a very few years. Large scale research programs are now being undertaken in such areas as basic learning processes. Tests to answer more specific questions are in the wind. One possible question: How positive must an ad be to capture a maximum, drive away a minimum, of potential customers?

Pressure is fast building up for more qualitative media research. It's only a matter of time before audience profiles in depth become commonplace.

Manpower: The pre-war phenomenon, aptitude testing, has thoroughly permeated hiring practices, is fast gaining importance for upgrading. Scientifically oriented motivation consultants are throwing out many standard hellfire-and-brimstone stimulating techniques in favor of erudite psychological approaches.

Logistics: Complex batteries of electronic machines are gaining widespread use in providing almost instantaneous reports of sales and inventory conditions, plus faster, more efficient warehousing, shipping, billing procedures.

Markets: Bigger, better computers spew out accurate short-term sales forecasts on a regular, up-to-the-minute basis. More important, breakthroughs in qualitative analysis of markets are promised within five years. One possible type: Researchers are convinced that certain combinations of events in a consumer's life are followed, in a high percentage of cases, by the purchase of specific big-ticket items. Right now, work is under way to determine what events precede which purchases—and how to spot such events in advance.

Planning: The development of techniques like operations research, systems simulation, etc., into useful tools for executive decision-making has top priority in many large companies. The purpose: to develop ways of employing computers to predict the probable outcome of several possible courses of action, thus giving marketers an accurate basis for big decisions in pricing, allocation of funds, distribution, new products, etc. Already functional for some problems of an internal nature, these techniques will be expanded to include free-wheeling competitive situations in the near future.

Depending on the type of his business and the duties of his job, the sales manager may have run into just a few or many of these technical influences. But no matter what, he'll run into more in the years to come. And, whether he considers a particular new child of technology to be a blessing or buncombe, it is indisputable that every one that comes along is a complex idea that must be evaluated knowledgeably.

And, regardless of whether the executive's background is a Ph.D. or star salesman, he must embrace as many of the new techniques as he can —or be lost in the dust of competitors who do.

There'll Be Some Changes Made

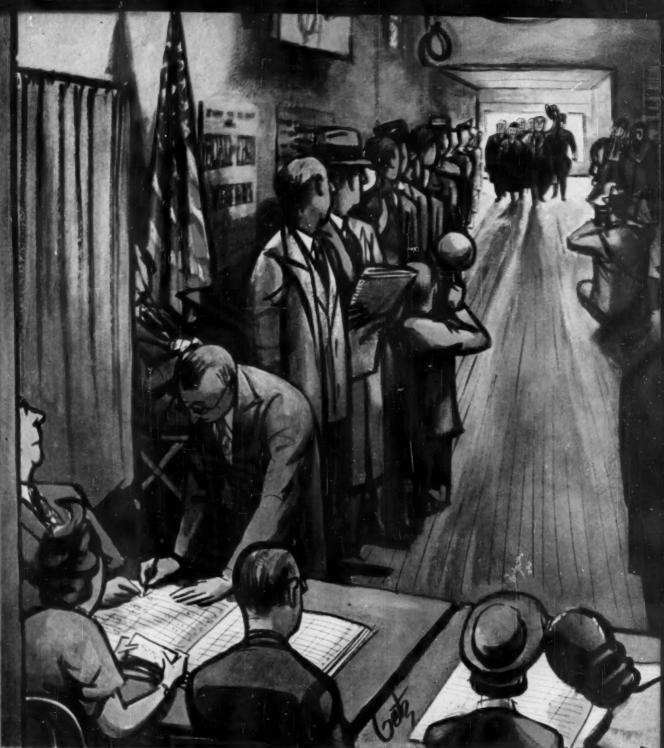
If the sales manager does embrace the new technology, chances are that both he and his job must **change**. Here are a few of the ways in which this change will occur:

- He will spend even more time studying and evaluating reports than he does now. They will be far more complex than anything he is used to; and it will require intense study to uncover their full significance.
- Because of the complexity of these highly technical reports, and because the sales manager must know how they were created in order to evaluate them, he must have trusted lieutenants who are capable of "translating" data, both from outside the company and from inside sources. A failure to provide such help could easily result in a breakdown in communications between sales manager and technical departments. Other potential hazards: acceptance of inaccurate data; failure to see the true importance of data; and, conversely, an unwarranted emphasis on trivial information.
- Decisions must be made more quickly. Where automation makes up-to-date information available for the first time, decisions that are put off for just a few days negate the value of the entire system.
- · Because of increasing demands on time, the

sales manager will have even less real contact with his sales force. Delegation of authority becomes still more important.

- His salesmen's jobs will change, too. In the respect that there will be more information on where the customers are and what they want, selling will be easier. But difficulties will arise: Competitors will have such information, too. And, assuming that customers also progress technically, buying decisions will be based more on scientifically determined needs. This will make it even harder to find wide-open situations where the salesman can really make his selling talents pay.
- Major marketing moves will be made more boldly, frequently as forecasts and projections become more complete. This means more opportunities to draw wrong conclusions, make more increasingly expensive errors.
- Sales executives will tend to have more and more influence in non-marketing phases of their companies. Importance will grow in such matters as what projects engineers should push, whether new products should be created or old ones updated.
- Selection and grooming of a second-in-command will be even harder than now, especially if he might someday be expected to succeed to the top job. Upgrading a man from the sales side might mean a weakness in technical understanding; bringing in a technical man with no sales know-how could be disastrous. Finding a balance of talents in one man is difficult at best.
- The "little guy" will get a break. As more and more advanced information becomes available from outside sources, smaller companies will feel the pinch less of not being able to afford the elaborate research facilities of the bigs.

But the most important change will undoubtedly be within the sales manager. He must learn learn to evaluate so he can determine which new ideas to learn to use. He must learn to make them part of his everyday thinking. And he must learn to change quickly and without unfounded skepticism when change is called for.



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The New Yorker creates

"Thirteen years ago, I wrote The New Yorker on the occasion of the Greenville Trial piece to say that the magazine had consistently done

better reporting than any other periodical. This is as true today as it was in 1947."

Golfmann Walter Lippmann



Young Chicago <u>loves</u> to buy...



...the Chicago Sun-Times



Don't all young families love to buy? Of course—but in Chicago there's a difference. In Chicago you can concentrate on young families. Advertise in the Sun-Times: more than half its readers are men and women 85 and under!

Advertisers every year for 10 YEARS OR MORE

Allis Chalmers Manufacturing Company Aluminum Company of America

American Telephone and Telegraph Company American Trucking Association Armco Steel Corporation Association of American Railroad

Association of American Railroads Baltimore and Ohio Railroad Company Bank of America, National Trust

and Savings Association
Bankers Trust Company
Beech Aircraft Corporation
Bendix Aviation Corporation
Bethlehem Steel Corporation
Boeing Airplane Company
Borg-Warner Corporation

Burroughs Corporation
Chase Manhattan Bank
Chicago, Burlington & Quincy
Railroad Company

Chrysler Corporation Cities Service Company Clark Equipment Company Colorado State Advertising & Publicity Committee

Commercial Credit Company Dictaphone Corporation

Distillers Corporation-Seagrams Limited Douglas Aircraft Company Eastman Kodak Company

Eastman Kodak Company Electric Companies Advertising Program

Executone, Inc.
Firestone Tire & Rubber Company
First National City Bank of New

York Florida Development Commission Ford Motor Company

Garrett Corporation
General Dynamics Corporation
General Electric Company

General Motors Corporation Goodrich, B. F., Company Goodyear Tire & Rubber Company

Gray Manufacturing Company Halsey, Stuart & Co., Inc. Harter Corporation Hilton Hotels Corporation

International Business Machines Corporation International Nickel Company,

International Telephone and Telegraph Corporation Iowa Development Commission Lockheed Aircraft Corporation Merrill Lynch, Pierce, Fenner & Smith Incorporated Metropolitan Life Insurance Company Middle South Morgan Stanley & Co. National Cash Register Company National Distillers and Chemical Corporation

National Realty & Investment Company Drake Hotel

New York Central Railroad Company

New York State Department of Commerce

Norfolk and Western Railway Company

North Carolina Department of Conservation and Development Public Service Electric and Gas Company

Radio Corporation of America Railway Express Agency, Inc. Republic Steel Corporation Reynolds, R. J., Tobacco Co. San Jose Chamber of Commerce Schenley Industries, Inc. Shaw-Walker Co.

Sherrard Hotels
Parker House
Southern Railway Company
Sperry Rand Corporation
Studebaker-Packard Corporation
Timken Roller Bearing Company
Travelers Insurance Companies
Union Carbide Corporation
Union Oil Company of California
Union Pacific Railroad Company
United Aircraft Corporation

United Gas Corporation
United States Steel Corporation
Walker, Hiram, Gooderham &
Worts, Ltd.

Warner & Swasey Company Western Union Telegraph Company

Advertisers every year for 9 YEARS

Cutler-Hammer, Inc.
Dodge, F. W., Corporation
Dodge Reports
Ebco Manufacturing Company
Moore Business Forms, Inc.
Otis Elevator Company
Portland Cement Association
Quebec, Province of
Provincial Publicity Bureau
South Carolina State Development
Board
Sundstrand Corporation
Western Pacific Railroad Company
Wheland Company

Advertisers every year for 8 YEARS

Cunard Steamship Co., Ltd. Meilink Steel Safe Company National Truck Leasing System Republic Aviation Corporation Sheraton Corporation of America United Business Service Weyerhaeuser Company

Advertisers every year for 7 YEARS

Art Metal Construction Company Champion Paper and Fibre Company Consolidated Water Power & Paper Company Dow-Jones & Co., Inc. Barron's National Business and Financial Weekly First National Bank of Chicago General Telephone & Electronics Corporation Hamilton Cosco, Inc. Hertz Corporation Johnson Service Company Lehman Brothers McKesson & Robbins, Inc. McLouth Steel Corporation Marine Midland Corporation Marine Midland Banks Massachusetts Investors Trust Minnesota Mining and Manufacturing Company New Orleans, Board of Commissioners of the Port of Renfield Importers, Ltd.

Advertisers every year for 6 YEARS

Wall Street Journal

Western Maryland Railway

Aluminium Limited
Bruning, Charles, Company, Inc.
Clapp & Poliak, Inc.
Great Northern Railway Company
Grinnell Corporation
Indiana Department of Commerce
and Public Relations
International Harvester Company
Jacobson, F., & Sons, Inc.
McCall Corporation
McCall's

New York, Chicago, and St. Louis Railroad Company, Northrop Corporation Philadelphia Electric Company Puerto Rico, Commonwealth of Rayonier Incorporated Ryan Aeronautical Company Shell Oil Company. Shell Chemical Corporation Tennessee Gas Transmission Company Twenty-One Brands, Inc. United States Independent Telephone Association Utah Power & Light Company

Advertisers every year for 5 YEARS

Allen-Bradley Company American Motors Corporation Avis Incorporated Bank of New York Canada Dry Corporation Cast Iron Pipe Research Association Cummins Engine Company, Inc. Employers Mutuals of Wausau Fort Howard Paper Company Friden, Inc. Gardner-Denver Company Georgia Department of Commerce Kelsey-Hayes Company Kling Photo Corporation Kohler Company Maryland Casualty Company Mead Corporation Miller Brewing Company Moore-McCormack Lines, Inc. Nekoosa-Edwards Paper Co. Niagara Mohawk Power Corporation Old American Insurance Co. Olin Mathieson Chemical Corporation Rockwell Manufacturing Company Royal McBee Corporation Southern Company Southern Natural Gas Company Thompson Ramo Wooldridge Inc., Trane Company United States Lines Company

> Note: Listings by parent companies. Includes divisions or subsidiaries advertising in periods listed. Source: "U.S. News & World Report" Market Research Division. Revenue figures from Publishers Information Bureau.

Vanadium Corporation of America

More and more companies are discovering the advertising power of "the most important magazine of all"

THESE IMPORTANT COMPANIES HAVE KNOWN IT FOR YEARS



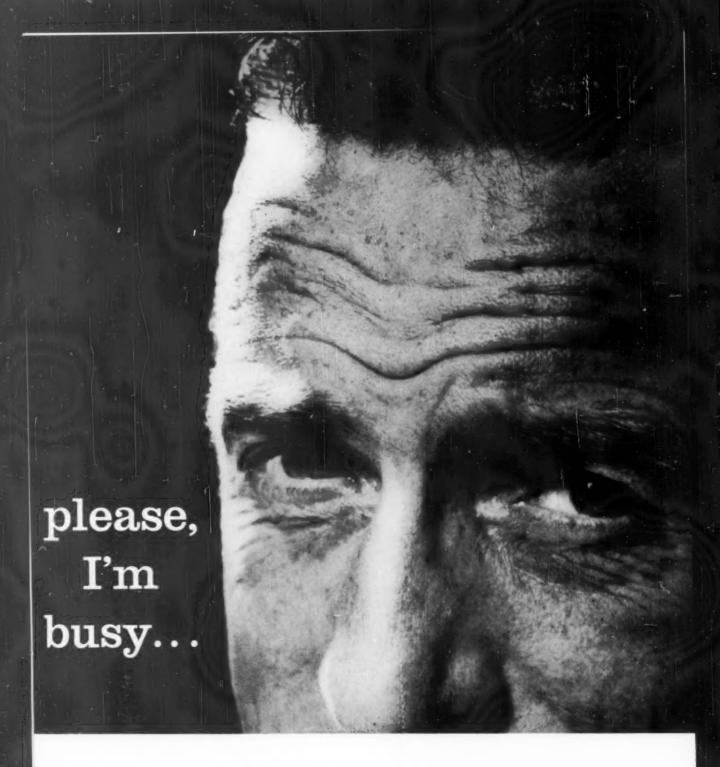


U.S.NEWS & WORLD REPORT

America's Class News Magazine

Now more than 1,150,000 net paid circulation

Ask your advertising agency for facts on the advertising values of "U.S.NEWS & WORLD REPORT" in terms of your markets and your objectives. Or contact our advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco, Washington and London.



tell me by telegram!

That way, I'll get it quickly, clearly, and in writing. I'll have the right facts and figures at my fingertips. And—you'll save time and money, just as I do!

WESTERN UNION

LETTERS TO THE EDITORS

touting #2 spot

Re "The Importance of Being Second" ["Notes from the Editor's Side Pocket," SM, May 6], you are quite correct that "Few executives in any business have the wisdom to promote a second spot ranking."

We're not claiming any special wisdom, but we did it in our 1959 businesspaper advertising for WBTW (television) in Florence, S. C. . . .

J. Robert Covington

Vice President Research and Promotion Jefferson Standard Broadcasting Co. Charlotte, N. C.



▶ See photo for WBTW's Dec. 18 ad in SM on theme, "Second can be beautiful."

the 'edge' beyond reciprocity

I enjoyed your timely article on "Reciprocity" [SM, May 20]. Another steamship line, with which I was formerly associated, solved the matter this way:

All reciprocity was handled and controlled by the vice president of Purchasing. With efficient statistics on purchases of, and revenue records from, customers, he was able to co-ordinate purchases vs. business received. All company purchases and policies were placed through the local representative of the vendor (customer) who, in turn, passed the policy through his general sales manager, who advised the export traffic manager, whom we in Sales solicited.

The export traffic manager knew of the reciprocity arrangement and so did we, but we were not permitted to discuss it. Our solicitation for business was made just as though the reciprocity didn't exist, and perhaps it enabled us to obtain that extra "edge" of business beyond reciprocity.

Anyway, it gave the export traffic manager, and us, respect and kept us from becoming entangled in a difficult situation.

S. B. Wade

Assistant Traffic Manager Mississippi Shipping Co., Inc. New Orleans, La.

official saw dust

An item in your May 6 issue makes reference to our company in a way that is both flattering and humorous ["Call Report" suggested Weyerhaeuser for the official saw dust of the 1960 summer Olympics], and we wonder if you would be good enough to grant us permission to reprint it in its entirety.

We'd like to use it in what amounts to an external house organ that goes to all our dealers. . . .

Jack Kenison

Merchandising Publications Editor Weyerhaeuser Co. St. Paul, Minn.

perfect—and then some

c/o T. Harry Thompson

Your hyperbole census in the May 20 issue of SM ["Scratch Pad"] was excellent.

I feel, however, that you left out the star of the collection, which is, in my judgment: "The perfect yogurt that science made better." This compares favorably with: "The first week after eternity."

Another word that falls into this classification is uniquest.

Yours for understatement-and a lot more of it.

Percy H. Whiting

Vice President Dale Carnegie Sales Course New York, N. Y.

expression of value

Thinking that it might be of interest to you to have an expression of the value of SM. I would like to say that I found 12 articles worth removing from the issues of April 15 and May 6. These were



Chicago's finest luxury hotel



Drive-In-Parking Restaurant and Lounge Write for colorful brochure EXECUTIVE HOUSE Dept. S, 71 E. Wacker Dr., Chicago 1, III. Financial 6-7100 A. M. QUARLES, General Manager



At Home Office . . .

. . . your back issues will always be at your fingertips, in organized sequence, in Sales Management's attractive hard-cover binders. Twelve issues can be bound in and removed quickly. Sales Management stamped in gold lettering on backbone of black, imitation leather binder. Cost: \$4.65 each, postpaid.

> Sales Management 630 Third Ave. New York 17, N.Y.



lease fleetcars from *HERTZ*



Hertz Car Lease Service releases tied-up car capital for more profitable reinvestment. Hertz will turn your fleet into cash, provide new Chevrolets, Corvairs or other fine cars; handle all repairs and maintenance. You reduce accounting problems to the writing of one budgetable check per month. With Hertz, your fleet administrative time is cut to a minimum. Hertz, the nation's most experienced car lessor, does all the work!

For more information, mail this coupon!

H. F. RYAN, VICE PRES.	NAME
THE HERTZ CORPORATION	POSITION
218 S. WABASH AVENUE CHICAGO 4, ILLINOIS	COMPANY
Please send me your illustrated book-	ADDRESS
let, "Who Should Lease Cars and	CITY & STATE
Who Shouldn't."	NO. OF CARS OPERATED
	SM 413

directed to various members of our organization for their information and comment.

SM has always been a valuable magazine; but it seems to me that recently it has become even more important and valuable in my sales management planning.

William C. Weeks

Sales Manager, Industrial Div. Ray-O-Vac Co. Reading, Pa.

nudity passé

Referring to your ad in the back pages of SM, showing a picture of naked women with the caption: "Are you trying to sell something?" [May 6, p. 129]. . . .

This picture does not convey a selling idea or thought to me at all. . . . I think the raped stage went out a few years ago. As they say, to be dressed is the modern way of living.

M.K.G.

'fit' didn't fit

Have I been wrong these past 50-some years in believing that "fitted," rather than "fit," is the past tense of the verb "fit?"?

On several occasions recently I have seen the word "fit" used to denote some past action, and it is so used in two places in the May 6 issue of SM [p. 36 and p. 70].

S. C. Doolittle

Manager, Advertising Dept. Fidelity and Deposit Co. Baltimore, Md.

▶ SM bows to consensus of Doolittle and Webster. From this day forth, every past "fit" will be scrupulously "fitted."

'mistakes' appreciated

Let me add my congratulations to the many I am sure you have received on the series, "The 10 Biggest Mistakes Executives Make." These have been extremely well written and are typical of unfortunate conditions in many; companies at the present time. Because the articles are timely, they should do much to repair these conditions, for SM enjoys an excellent readership among sales executives, irrespective of industry.

Joseph F. Santilli, Jr.

Marketing Service Manager Aquaness Dept. Atlas Powder Co. Houston, Tex.

Interview: Berl I chloemen

Executive Vice President, Stockton-West-Burkhart Advertising Agency, Cincinnati, tells why he selects the WLW-TV and Radio Stations for Hudepohl Beer.





If you sell to industry, the top 18,770 firms are worth more than all the rest combined.

331,000 companies comprise the manufacturing industry. But the top 18,770 firms employing 100 or more people account for more than three-quarters of all value added by manufacture.

In percentages, the top firms represent less than 12%

of the 4,589,200 business firms in the U.S. In sales potential they represent the concentrated core of the entire industrial market.

Industrial advertisers agree: It's not the <u>size</u> of your audience that counts; it's how much they <u>buy</u>.

Because Fortune goes where sales come big, Fortune gets results.

FORTUNE

The Magazine of Management



Design huddle produces ideas for machine which "flows" a metal ring into a seamless compressor case. Standing, I. to r. - L. J. Dolin, superintendent, experimental sheet metal; Robert Knowlton

Lighter, stronger, faster jet engines . . . constant challenge for

Pratt & Whitney Aircraft's manufacturing miracle men

Management team pioneers major breakthrough in metalworking manufacturing

Check-up—Bob Knowlton (I.), Stan Rusczik (r.) and operator Dominick Casasanta double



New horizons - Production Engineer Edward Griswold, Bob Knowlton, Stan Rusczik and Lou Dolin





neer; and Robert C. Wright, chief, production engineering, for P & W-and, front, Claus L. Sporck, V.P., Lodge & Shiplay Co.

The difference between a 2-oz. jigger and a combustion chamber case for a 25,000-pound-thrust class J-75 jet engine is years of planning, imagination, engineering-and purest optimism. But it's typical of the manufacturing miracles that Pratt & Whitney Aircraft brings off as a matter of course.

The power plants for jet transports which now fly the Atlantic in 61/2 hours are lighter, faster and stronger because a Norwegian engineer placed a 2-oz. jigger on the desk of the chief of advanced tool engineering at P&WA. The piece was unusual: seamless, evenwalled, lightweight, finely-finished, and made on a machine that literally "flowed" a metal ring into cylindrical or conical shapes.

Here was an idea—if only it could be done on a large-enough scale. P&WA manufacturing men decided to give it a try. They teamed up with machine tool manufacturers Lodge & Shipley to produce the first flow turning machines in the U.S.-and the giants that are now turning out compressor cases and other highly stressed parts for P&WA jet engines.

The story of flow turning (or shear forming as it is sometimes called) has been told in detail in American Machinist/Metalworking Manufacturing. It's a story of the constant search for better ways to make things of metal. Our job is to keep manufacturing management men in metalworking posted on developments that will help solve manufacturing problems. More than 41,000 of them turn to AM/MM for just that kind of help. Here, then, is the ideal place to show how your product can help them!



If your product is sold to metalworking, your advertising belongs in

American Machinist

Metalworking Manufacturing

A McGRAW-HILL PUBLICATION - 330 W. 42nd STREET, NEW YORK 36, N.Y. 🔞 🚭



EAT GREAT GREAT GREA bulous fabulous fabulous fabulo HIGHEST HIGHEST HIGHEST s tons tons tons tons

(Just a matter of Relativity)

WBTV-CHARLOTTE IS FIRST TV MARKET IN ENTIRE SOUTHEAST

*WBTV DELIVERS 43% MORE TELEVISION HOMES THAN CHARLOTTE STATION "B"

*Television Magazine - March 1960

**NCS #3



STANDARD BROADCASTING COMPANY

Represented nationally by CBS Television Spot Sales

LET'S COMPARE MARKETS!

WBTV - CHARLOTTE ATLANTA MEMPHIS

LOUISVILLE

BIRMINGHAM

NEW ORLEANS

NORFOLK-PORTSMOUTH

RICHMOND

E95,900

573,900

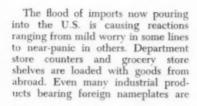
345.200

340,600 272,500

How to Sell Against Imports

The rising tide of imports is passing the \$15-billion mark, but there is more than one way to beat this foreign competition. First, learn exactly what you're up against — it may be more than low prices — then decide what can be done about it.

By CHARLES A. CERAMI"

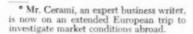


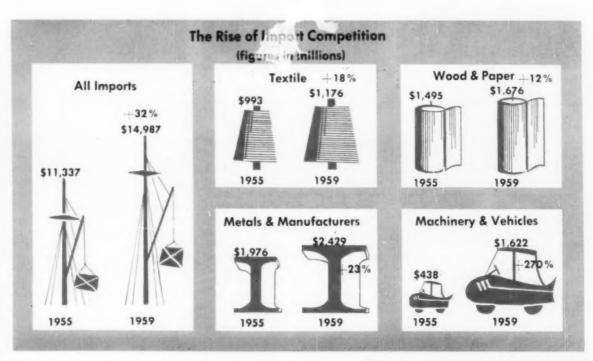
displacing the "made in U.S.A." variety.

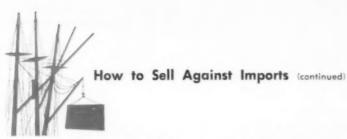
In some companies, sales executives are using the import fad as an excuse for failing to meet their estimates. In a few other firms, the whole management team has fallen to bickering over what steps should be taken to meet the challenge.

The core of this problem is in the fact that foreign producers—especially in Western Europe and Japan—have

benefited from the destruction of the last war by rebuilding with new machinery and adopting many of our production-line and even automated techniques. With a combination of modern methods plus their old advantage of lower wages and careful craftsmanship, they are often able to land a well-made product here for less money than we can make it. What's more, foreign sales managers are learning U.S. ways, too, and using







American advertising agencies to help them sell. For that reason, imports into this country in 1959 hit a record \$15 billion, and they'll probably go higher in 1960.

That tells what's happening to the total figure and why. But you don't live on totals. Your company is an individual case, and it can find ways to beat foreign competition and prosper, as many others are doing.

Here and there, an industry may really be faced with devastating competition that can't be fought off. But most U.S. companies can handle this problem and keep growing if they'll face it head-on, with full understanding of the facts.

What ARE the facts in your business?

If foreign goods are threatening your sales, it is because they have one or more of these advantages over your product:

1. They are probably lower in price.

They may be hand-crafted or more carefully turned out.

They may contain features or design that are new to this market.

 They may simply attract buyers as a change from old habits – the glamour appeal of something different.

It's very important to find out exactly why some of your customers are switching to imported goods. The

How 6 Top Execs Plan to Beat Imports



Frank X. White
Vice President—International
American Machine & Foundry Co.



Gerald S. Tompkins President American Viscose Corp.



Robert Paxton President General Electric Co.

"Large American companies with plants strategically located overseas are fortunately situated, in that they can shift production of products formerly made in the United States to their overseas plants for import into the domestic market, when forced to such action by foreign competition. If the current drive to increase American exports is to succeed, the answer to foreign competition in the home market is not higher tariffs and quotas."

"Efficient, economical production, product diversification and effective merchandising are the major methods of meeting import competition. However, under present liberal tariff policies, the only true solution is to drive home an awareness of the gravity of the situation so that lawmakers will realize the textile industry is approaching a crisis point. In addition, as consumers, each of us should carefully consider what that 'imported bargain' may mean in loss of American jobs and income."

"First, we are accelerating innovation and emphasizing better customer values such as preferred-design transformers. Secondly, wherever feasible, we are installing more efficient, productive machinery. Thirdly, our decentralized organization, which now numbers more than 100 business departments, provides an arena for individual initiative and creativity and gives us a broader range of flexibility and adaptability to meet this intensified competition. Fourthly, we also have the facilities on which to base our compétitive efforts."

first step toward finding a cure is to know definitely what you're up against. So take a careful look at each of the four possible causes to decide which ones are applicable in your case and what can be done.

1. Fighting the Lower-Price Import

This is no different from competing against cheaper competitors of the home variety.

A positive approach-stressing the superior value of your own goods-is much more likely to work than an attack against the competition. People are more apt to buy because they are sold on something, than because they are sold off something else.

Study the points on which your item has an edge and try to find one that is unique—something the foreign product just can't come close to. It may be an intangible, like a guaranteed factory service or high resale value; or better still, it may be a provable superiority in quality of material or design features.

If this isn't enough to overcome the price handicap, consider marketing a stripped-down, no-frills model of your usual product — something you can sell as close as possible to the foreign price.

A U.S. manufacturer of industrial laundry equipment was shocked to find itself drastically underbid by a German competitor. The foreign machines were solidly built and perfectly serviceable, even though very inferior in appearance.

The American firm's sales manager talked to customers who had bought the imported equipment. Then he came home to recommend that part of the company's line be made with less gadgetry and chrome. "In an industrial laundry, who looks?" he pointed out when production people objected to any lowering of their esthetic standards. The next time a big order was in the offing, two prices were submitted: One for de luxe machines; one on equipment stripped down to bare essentials. The customer eagerly accepted the lower figure and everybody except the German firm was happy.

The cardinal rule when you face cheaper competition is this: Don't (continued on page 102)



Lawrence 5. Phillips Executive Vice President Phillips-Van Heusen Corp.



H. C. Davis Senior Vice President Royal McBee Corp.



Robert E. Lewis President Sylvania Electric Products, Inc.

"The shirt industry suffers unusual hardships because of import competition. There is only one possible answer to this competition: BRAND. The brand name is the one thing that cannot be sold by shirt manufacturers in the Far East. If we branded manufacturers accelerate the consumer demand for our brands, we will have the strongest and best defense in an increasingly difficult situation."

"In the business machines field we expect to maintain the growth of our markets against foreign competition through product quality and intensive research and development; aggressive sales and distribution programs; specialized assistance to customers; prompt, dependable service through our nation-wide service corps; and continued efforts for maximum manufacturing efficiency."

"There are strong and effective steps that may be taken to begin counteracting, immediately, the steadily increasing influx of goods from abroad. The jumping-off place in this vital new effort has to be the beefing up of our marketing effort. And the jumping-off place for strengthening the marketing effort, for the quickest results, should be to strengthen and diversify the advertising program—especially the industrial advertising program."

What's Up at 7-Up that Makes

Seven-Up has its peak sales in December—the month that ranks eighth for the soft drink industry. To help maintain this coldweather paradox, it spends 10% of ad budget in December.

O THE QUESTION posed in the song, "Will You Love Me in December as You Did in May?" the soft drink industry has long replied No!

The industry as a whole has assumed that thirst follows the thermometer, and has proceeded to peak advertising in summer and valley it in winter. Sales rise and then fall, proportionately.

One major exception to the rule, however, is The Seven-Up Co., St. Louis. In three decades this company has passed hundreds of rivals to rank a strong third (after Coca-Cola and Pepsi-Cola) in the soft drink industry. Seven-Up and its 500 bottlers, or "Developers," across the country have done so by developing every month's potentials.

In fact, today, Seven-Up even peaks its year's advertising in December.

"December has always been a good month for us," explains Ben H. Wells, vice president and director of sales and advertising. "For a long time we spent one-twelfth of our annual budget in that month. Then, five years ago, we expanded December's share



FOUR-COLOR MAGAZINE ADS—Seven-Up's heavy December ads help make the year-end party month the company's

best-bigger than June, July or August. A tie-in P-Q-P program urges grocers to build store displays for holidays.

December Hot?

of the annual ad budget to 10%."

The extent to which this has stimulated Seven-Up's December sales is dramatized by comparing Seven-Up's 5-year averages of each month's contribution to annual total with those of the industry.

For the industry, in this period, December was one of the worst months. With 7.5% of yearly total, it tied with March in No. 8 position. Only November, February and January were lower, and June, July and August each did at least onethird more of annual volume than December did.

But for Seven-Up, December led all 12 months. Its 10.55% of annual total nosed out August's 10.29%, July's 10.22% and June's 9.53%.

► As part of what Ben Wells calls "total marketing approach," Seven-Up starts working eight months in advance on a calendar-year advertising program, and then advertises steadily, and heavily, the whole year through. In a year's three major promotions (spring, summer and fallwinter holidays) and a dozen secondary promotions, a lot of salesdeveloping forces are closely integrated.

Under Wells are D. J. O'Connell. sales manager; William E. Winter, sales promotion manager, and Joe M. Thul, advertising manager. Under O'Connell in the U.S. are six regional managers, each assisted by two or

three "sales counselors.

(In Canada, Dominion Seven-Up Co., Toronto, works with 100 bottlers or "Developers." From New York. Seven-Up Export Corp. now sells and serves 70 plants in 47 countries.)

The regional managers and sales counselors help sales managers and supervisors of the 500 Developers in training, guiding and stimulating a combined force of 10,000 "Sales Makers" or route truckmen.

On its own, The Seven-Up Company will spend \$7.5 million in 1960 for advertising-in magazines, network television, spot TV and radio and outdoor posters - through J. Walter Thompson Co. In addition, the Developers will spend a combined \$7.5 million in local media Seven-Up Soars in December While Most Soft Drinks Droop





(some of them also through JWT) on Seven-Up promotions and themes. Both programs run the year around.

On ABC-TV the company participates in "The Alaskans" and "The Untouchables." In spot broadcasting it presents "the Kingston Trio." The magazine program embraces three separate year-around series:

1. A "consumer" campaign runs in Better Homes & Gardens, in Ebony (newly added), Life, Look, Reader's Digest and The Saturday Evening Post. In Look, for example, Seven-Up schedules a third cover every month except December, when a 2page color spread spotlights the Christmas promotion. The monthly color pages in Life become a doublespread in February to emphasize "7-Up and Festive Foods." The Post color pages are turned into a 2-page spread in June for "7-Up Float," with ice cream.

Pages in the three other "consumer" magazines mainly are staggered on an every-other-month basis. But all insertions, in all six magazines, are tied to a timely theme.

- 2. Nearly all of these monthly themes also are emphasized in a "youth" campaign in American Girl, Boys' Life, Scholastic's Senior edition, Scholastic Roto and Seventeen.
- 3. Throughout the year a separate "mixer" serves (about 20% of Seven-Up is consumed with other beverages) in 4-color insertions in Sports Illustrated and True.

Lately, Seven-Up's 10,000 Sales Makers have been busy getting re-

Guiding the Sales Strategy at 7-Up

The close tie-in of sales and advertising at Seven-Up is evident in the title of the top man in sales, Ben H. Wells, who is vice president and director of sales and advertising. Supporting Wells in master-minding Seven-Up's marketing are: D. J. O'Connell, sales manager; W. E. Winter, sales promotion manager; and J. M. Thul, ad manager.



Ben H. Wells



D. J. O'Connell



William E. Winter



Joe M. Thul

tailers geared for the summer "Float" promotion. In this, for ten years—retailers are reminded—Seven-Up gets "the full merchandising support of the American Dairy Assn. and the International Assn. of Ice Cream Manufacturers."

▶ A big brochure shows the merchants how their active participation can put more "jack in the box": 7-Up provides a "20% profit margin and 52 turnovers a year," and ice cream a "19% profit margin and 46 turnovers a year."

Seven-Up's little television character, "Fresh Up" Freddie, boasts of heavy 7-Up "Float" advertising in five different types of media and opens up the Post color spread which bears the headline: "Boys like girls who make Seven-Up 'Floats.'"

In one point-of-purchase piece, the eyes of a thirsty lad move back and forth from Seven-Up to ice cream. A giveaway booklet tells of "the excite'nest things" that families can do with these combinations. Suggested for store tie-ins are such party and picnic products as spoons, glasses, straws, paper plates, cookies and nap-kins

It is too early to reveal next fall's "Holidav" plans. But Ben Wells intimates their scope and intensity by saying: "For several years we've given a pre-Christmas 'airlift' to our regular advertising. Last year we flooded America with a 'Shower of Shows.'"

"Fresh Up" Freddie (and 10,000 7-Up Sales Makers) told retailers that, in the October 20-December 31 party season, 60-second Seven-Up commercials would sell both adults and teens on five top TV shows: "Bronco," "Bourbon Street Beat," "The Untouchables," "The Alaskans" and "American Bandstand." Starting with two programs in late October, this drive was stepped up to 11 in November and 20 in December.

▶ The big prochure was Seven-Up's Annual Report. Against a 12-month calendar, December was spotlighted as "the biggest sales month of the year. . . . Seven-Up sales explode during the Holiday Season! . . . More people attend more parties during the Holiday Season than in all the rest of the year combined."

This product's advertising in the five types of media "will be reminding your customers: 'Let's have a party.'"

. . . Parties can start spontaneously. In last December's color spread in Look, a pretty young blonde was telephoning: "C'mon over and see our tree."

Meanwhile, 7-Up Sales Makers were preparing retailers for these eventualities by suggesting mass displays of 7-Up with such things as potato chips, crackers, cheese, nuts and marshmallows.

The company's one big annual contest, for all 10,000 Sales Makers is held for the holidays. "The contest is arranged," Ben Wells says, "so that every 7-Up Sales Maker can win. Participation is voluntary, but it grows each year. Nearly 90% of our Developers [bottlers] now get into it, and in the last contest 75% of Sales Makers who took part won awards."

Though privately owned, The Seven-Up Co. does not reveal dollar sales; its steady growth from "total marketing" can be shown by its mounting share of the expanding industry total. From 4.4% in 1938, Seven-Up's share climbed to 6.7% in 1948 and 10% in 1958. Last year gallonage sales of Seven-Up rose to 10.4% of its industry's.

➤ The share of total sales dollars is even higher.

When the late C. L. Grigg introduced Seven-Up in 1929, the soft drink business was beginning to turn very sour. His own situation was hardly helped by the fact that some 600 other lemon-flavored drinks were then struggling for a market. During the deepening depression, bottlers were forced to sell soft drinks for 60 cents a case. (Some even sold three cases for \$1.) And lemon-lime drinks, especially, were dogs.

Yet Grigg asked them to pay two to five times as much for 7-Up concentrate as they were paying for many others. Though their plants may have been bulging with other glass, he pushed his special 7-oz. green bottles And he urged that they sell this small bottle of an unknown beverage at 20 cents a case more than they were getting for established brands.

Behind all this madness were certain methods:

 Veteran merchandiser Grigg had proved with another beverage, called Howdy, and other products: "Sell an idea . . . and the thing itself stays sold."

2. Franchise not on a purely promotional but on a bottler-opportunity basis. He refrained from "ballyhoo, deals and big promises." Seven-Up had to be made to stand on its own-on repeat sales.

(continued on page 100)

Can the Mobil Method Lick the Service Bugaboo?

The Socony Mobil Oil Co. is drawing a bead on a varmint that has bothered many of the big refining companies for years — the problem of sales and service at the retail station level, long an irritant to the motoring public.

For the past 14 years, Mobil has been perfecting the retail training center as a first step in its emphasis on service. Before a newly franchised station dealer even meets his first customer, he spends three to four weeks at one of these centers, where he learns everything from credit-card accounting to lubrication and the importance of cleanliness and well-arranged displays.

In addition to dealers, the centers are designed to train Mobil salesmen, who will keep the stations constantly sup-

plied with new parts and materials.

The Glenview, Ill., development center (pictured here) is the newest in a domestic network of 65 centers. Overseas, Mobil conducts similar operations in England, France, Australia and the Philippines.

Joseph J. La Rash, North Chicago district training instructor, is responsible for the Glenview project, which consists of training room facilities and a salary-operated service station with its own manager.

"The station part of the development center," says La Rash, "serves as a training tool to demonstrate the physical plant, equipment, tools and methods in operation. A procedure is explained in the classroom and a few minutes later we put it in action in the service bays."

For the instructor himself, training is a never-ending cycle. Periodically, he returns to Mobil's central laboratory in Garden City, L. I., to learn new techniques for training his dealers and salesmen. Here he receives the latest dealer and service manuals on service station systems.

Most instructors come from the ranks of salesmen, with about five years of experience behind them. They receive several months of intensive training at the retail sales laboratory in New York—and are then sent on to their new assignments.

The development program, from classroom to pump, is illustrated in the accompanying photo report.

(continued on next page)



MOBIL RETAIL DEVELOPMENT CENTER at Glenview, III., typifies 65 such units throughout the U.S. A training class-

room is adjacent to functioning service bays which are part of a profit-making service station. Trainees learn by doing.

Can the Mobil Method Lick the Service Bugaboo?

(continued)



SALES AND OPERATING ANALYSES are the most difficult subjects to teach a new dealer. Big stress is put on keeping records, which will require a lot of time and energy. Growth of credit plans demands that dealers learn to use this sales tool.



USING THE HYDROMETER—Trainees learn the profit opportunities in checking antifreeze content in cooling systems. Instruc-



ADDITIONAL SERVICES—Some categories of service are considered above and beyond the call of ordinary service. Wheel balancing, demonstrated above, is one of these.



MOBIL'S 5-POINT, 2-MAN driveway-service operation in action. Two trainees run through the sequence while under supervision. Others, observing procedure, await their turn.



tor has donned uniform for last phase of classroom study before taking group out for action phase of Mobil training school.





LUBRICATION PROCEDURE—Mobil method is practiced right on the lift. Men see the good sense in following procedure as outlined on chart hanging at left of lift.



COFFEE WHILE YOU WAIT—That's the latest suggestion for building up customer good will and sales. The urn is considered a small investment in terms of the benefits it will reap in return business—a small item under the heading of SERVICE.

The Last Great Price Fix

In the good old days, many a price-fixing scheme was rigged at the country club, the golf course, the hunting field. Competitors were fewer, and when businessmen got together for sport or leisure, usually one of them would suggest that "wouldn't it make good sense for us to stop cutting each other's throat?" The agreement was made, possibly to last for years.

But such good old days are gone. Today, the boys still get together, often at trade association meetings. The suggestion is made. The pact is agreed on. And then what? The first thing the next morning, every one of the conspirators has dropped his price just a little below the one agreed on.

Price fixes just won't work anymore. Of course, there will probably always be some price rigging on a small scale. But the big deals involving big money are now passé. The reason: too many competitors. Too much competition, at home and from abroad.

And, so, the Justice Department is reveling today and living life to the last bit of enjoyment. It thinks it has found the last great price fix. And the Government trust-busters are wallowing in it.

Earlier this year, the price police were thwarted in a case against 29 big oil companies. Charges of plotting to fix prices during the 1956 Suez crisis were thrown out of court. After years of digging, the evidence did not even "rise above the level of suspicion."

Electrical Industry on the Rack

But now the Justice Department has struck pay dirt. It has the giant electrical equipment industry on the rack. The torture will be long, painful, and complete.

All the trust-busters, right on down from Attorney General William P. Rogers, are in on this one. Rogers has this to say about it:

"The case is unprecedented in the history of Federal criminal law. . . These indictments charge as serious instances of bid-rigging and price-fixing as have been charged in the more than half-century life of the Sherman Act. . . .

"The volume of sales affected in the conspiracies charged runs in the neighborhood of \$1 billion.

"It is my belief that there is substantial evidence to support each of the charges contained in each indictment. . . ."

Some 20 companies and 30 of their sales executives have been indicted on charges of rigging bids. Many of the companies — the big ones, General Electric Co., Westinghouse Electric Corp., Allis-Chalmers Manufacturing Co., McGraw-Edison Co.— have been named in several charges returned by Federal grand juries. The indictments, resulting from a sweeping probe of the industry, include these charges:

- The companies conspired to fix the prices and terms of sale of their products.
- They allocated among themselves the percentage of Government business each would get, product by product.
- Their sales executives met dozens of times to arrange prices and bids.

Two grand juries are still investigating other segments of the industry. There may well be more indictments, more companies and sales executives involved.

Penalties Could Be Steep

The maximum penalty under the Sherman Act is a \$50,000 fine and a year in jail. In addition, the Government can seek treble damages if it is successful in its criminal actions.

The industry giants, GE and Westinghouse, and their indicted executives, have already pleaded not guilty on the charges which they have had to answer to date. They will undoubtedly fight the case to the end. Some of the smaller companies, as well as some individuals involved, have entered guilty pleas. They could be fined; their executives jailed; sued for treble damages; required to review prices and publish new ones.

This would not be the first time a sales exec was sent to jail for price-fixing. Last fall, four executives were convicted and hit with 3-month prison terms. One was an apparent suicide on the way to jail.

The electrical industry mess probably started in the locker room after a round of golf. Exactly who started it will probably never be clearly known. It takes more than one to rig prices. But once a substantial share of the market is in on the fix, the smaller companies have little choice other than to play ball with the big boys.

Once the price police have hanged the electrical industry from the highest gibbet, this case may well go into the books as the last of the great price fixes. For price-rigging is getting less and less possible as well as plausible.

The conditions might have been just right for it to get started in electrical equipment—an industry with two giants and many small competitors; an industry selling substantially to Government projects via sealed bids; an industry making expensive, complex capital equipment, often on a custom basis.

The conditions probably won't be just right in another industry for a long time to come, if ever again. Now, with the electricals scalped clean, other companies in other industries will think twice before suggesting "let's stop cutting throats." ◆



Magazines are booming! Circulation is up. Ad pages are up. Revenue is up. And the biggest excitement of all is at The Saturday Evening Post! ■ In the first quarter of 1960, the Post burst out with \$23,250,503 in advertising revenue — the biggest first quarter in Post history. (That's a hefty \$3,641,760 gain over the same period last year.) And coming up: the biggest first half ever! ■ There's more good news from Post headquarters. So far this year, 216 new advertisers have

already joined forces with the Post. What's behind this great, growing surge? Post editorial vitality and Post selling power.* Ad Page Exposure, the new study of media effectiveness, proves your ad page in The Saturday Evening Post makes more sales calls on better prospects. That's why an ad in the Post really moves merchandise! "Ask Sylvania Electric Products. One Sylvania ad – in one issue of The Saturday Evening Post – sold one million dollars' worth of merchandise! READERS TURN AND RETURN TO YOUR AD PAGE IN THE POST-THE HI-FREQUENCY WEEKLY!





INCREASES SALES WITH AEROSOLS: By packaging L'Aimant fragrance in aerosol form, Coty created a new "spray-mist" product that is outselling the original bottled L'Aimant toilet water 2 to 1!

If your product can be brushed...sprayed...squeezed or poured—it may be more marketable as an aerosol

Does your product meet the requirements above? If it does, there is a good chance aerosol packaging can create the sales magic it has for Coty and many other personal- and homeproduct manufacturers.

Convenience is the secret behind the success of aerosols. It's the neatest, handiest, quickest way to apply a product—and the buying public is

well aware of these advantages. In the cologne field alone, aerosols have 51% of the market and are increasing their share by 20% annually!

Get the complete story. It's easy to have your product tested by a custom filler—no need for your own loading line. Let Du Pont send you technical data and a list of aerosol loaders. It's a service offered without obligation by Du Pont, manufacturer of time-proved "Freon" propellents for acrosols.

Free booklet "Package for Profit" contains information on how you can enter this field without major capital investment...includes marketing and technical data. Write: E. I. du Pont de Nemours & Co. (Inc.), "Freon" Products Division, N-2420, Dept. 576, Wilmington 98, Delaware.

Best-selling aerosols are powered with

FREON® PROPELLENTS



BETTER THINGS FOR BETTER LLVING . . . THROUGH CHEMISTRY

Easy Way To Analyze Industrial Sales



With its simple Keysort system, Split Ballbearing can analyze sales to (1) find and develop new markets, (2) improve customer service, (3) spot and attend to declining sales volume.

Most sales managements of modestsize concerns at some time face the dilemma of choosing between "seat of the pants" piloting and complicated sales analysis systems which often they can ill afford. Not so Arthur J. Renz, sales manager of Split Ballbearing, Lebanon, N.H. (a division of Miniature Precision Bearings, Inc.).

"There are simple ways," says Renz,
"to interpret customer activity [orders,
letters, phone calls, personal contact]
to get information needed for sales
planning."

► Renz is representative of a large group of sales managers with common basic problems. Split Ballbearing manufactures a line of products which the name of the company describes. Because these bearings permit fracturing for the introduction of a maximum number of balls, the line meets many specialized needs. Here are its basic handicaps: (1) Split Ballbearing serves other industries. Thus in a real manner it does not control future sales and production objectives. (2) The home-office administrative group is small. (3) Representation is mostly by specialized manufacturers' representatives, aided by some direct salesengineering Split Ballbearing associates

"We cannot depend on headquarters manpower," says Renz, "nor intelligence reports from the field. Yet, on the other hand, we cannot play the game by instinct. Our beautiful new plant has a feature which puts Sales on the spot: Provision has been made for 100% expansion."

According to Renz, Split Ballbearing now has a simple system which:

(A) permits locating and developing new markets; (B) provides data to better serve present customers; (C) spots (continued on next page)

Co.: OMBERAL RESCURE COMPANY		SBB No: 3 TOR 8-12 P (0)
A ddress: PRODUCTION ENGINE DEPAR	RTMENT	Cust. No: 7078484 P2 rev 8
CINCINNATI 15		Type of Brg: M13
ONIO		Application: FUEL METER
Phone: Agent: PTS 5	-	Type of Industry: AVIATION
Personnel A C.E.Hnights, Prod. Mpr.	D	Vol./yr: 8,000
	B. 10	. Smith, P. A.
B M.P.Bearce, Engineer	F	
C.A.Griffithe, Dev. Engineer	-	
Date Activity	Date	Quotations
2-11-98 Agent reports interest in	4-5-58	THE RESERVE OF THE PARTY OF THE
our bearing.	8-30-58	
3-30-58 Agent reports customer	3-12-59	
about to request quotation	4	2500 - 5000 pcs.
-5-50 Customer has requested quo-		
tetion and asked for sample	ds .	
to test.	1 . 1	
-13-58 Agent reports test satis-	Post	Samples
factory, will order shortly		
7-21-36 Agent reports customer	14-15-5	
pleased with bearings .	11-10-5	
will request quote on larg	4	in new application
quantity.		
12-20-58Customer wants 5 pcs. for		
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8-105		41 Da da Da id co cd bg at at At

SALES ANALYSIS RECORD—Significant data on all customers is entered on this marginally grooved Keysort card—one for each customer. The marginal grooves permit mechanical sorting and tabulating of almost unlimited cross analyses of such information as: industry, volume, application of material, type of product ordered, etc. Results: new markets are discovered early—a competitive jump.

declining activity and volume with

present customers.

It is personally handled by his assistant, Robert C. DeCook, because Renz considers it vital to have a topgrade executive "log" the essential customer data into the record ("office girls don't have the experience and

judgment . . .").

DeCook spends about an hour a day poring over orders, customer letters, considering long distance calls, etc. He enters the significant data on Keysort marginally grooved cards one for each customer. As the illustration shows, each card carries on its

face all significant data, including each order, quotations, samples for-warded, etc. Other data are marginally grooved to permit sorting and the creation of valuable sales administration reports.

The number of such cross analyses is almost without limit, confined only by what experience proves useful. For instance, with this extremely simple system Split Ballbearing can tabulate types of bearings ordered – relating this to industry, application, material, the customer's classification by volume and the company representative.

"New markets," says Renz, "are dis-

covered long before they become obvious. Here and there, customers begin to order bearings of a type they never bought before. Why? Such departure from routine may be the result of samples ordered, research undertaken and new uses for our products discovered. This we cannot afford to ignore. We cannot just stumble into new markets. We should spot and exploit them before competition does

Renz points out that there is a vital plus advantage to such early information: "It permits our organization to call such new uses to the attention of the trade. This sort of interested service gains friends, encourages our customers to bring their ball bearing problems to us."

▶ Salesmen, with considerable justification, complain about the mass of material from headquarters, much of it of interest only to sections of the sales organization. Split Ballbearing has found that its system offers some relief from this problem.

For instance, the company does a nice volume in the Midwest with agricultural equipment manufacturers. On the East and Pacific Coasts this type of business is unimportant. The marginal sorting ability of the Keysort sales analysis cards permits tabulation by industries and geography. Thus Split Ballbearing is acquiring the means to "rifle shot" significant data to interested sections of its sales organization. The result, of course, is more careful attention to the material they do receive.

Renz observes, "Eventually we know we'll have to expand and refine our present simple sales analysis system, as our expansion program takes over. But what we have now lends itself to adaptation - without essentially disturbing basic principles. In the meantime, our present system provides a source of data with which to base decisions on fact, rather than guesswork. Flying blind is as dangerous in sales administration as it is in the air." ◆

For only 22c a line . . .

233,300 **CUSTOMERS** in the TROY, New York MARKET READ YOUR SALES STORY...

ABC CITY AND RETAIL ZONE FACTS:

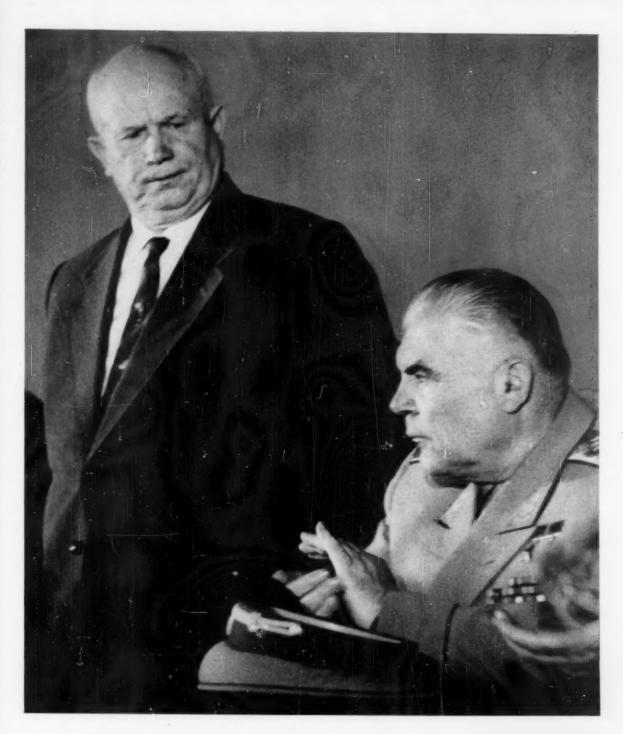
Population:		*	*					*		233,300
Total Net Income				*	*	*				\$450,781,000
Total Retail Sales:	*							*		\$200,943,000
Circulation										47,701
City Zone Coverage .								*		97%
Retail Zone Coverage					*					75%

THE TROY RECORD THE TIMES RECORD

TROY, N. Y.

Drugs of the Times

"It is a startling fact that approximately 70% of Lilly's sales in 1958 represented products that were not on the market ten years earlier." declares Eugene N. Beesley, President, Eli Lilly & Co., Indianapolis, "and 40% represented medicines not available even five years earlier."



"To me, LIFE is a succession of moments which men have made into highlights of history." Only LIFE is so many things to so many people. Something special to each one.



Photo by LIFE staff photographer Carl Mydans, who as LIFE's first overseas reporter-photographer, has covered some of this generation's most important news stories. He chose this photo as one that shows a "highlight of history."

There's no need to explain your decision HOSPITALS delivers The lead is 18% in Average Total Poid and 30% over journal No. 3 Journal HOSPITALS, J.A.H.A.º 19,102 Journal No. 20 16,152 Journal No. 3º 14,673 0 Source: ABC Publishers Statement for 6 months ending 12/31/59 American 26% Hospital Association HOSPITALS JAHA Journal No. 2º 13,963 Journal No. 3º 13,140 840 Source: ABC Publishers Statemen North The lead is 46% No. 2 Editorial Pages he Hospital Chicago over journal No. 3 HOSPITALS, J.A.H.A.* 1,469 pages Journal No. 3° 999 pages Journal No. 3° 889 pages Source: Count of editorial pages published during 1959.



New Books for Marketing Men

Creative Selling. By Charles F. Lohse. Published by Charles Scribner's Sons, 597 Fifth Ave., New York 17, N. Y. Price: \$4.95.

Ideas are what sell, believes Mr. Lohse. He's built his book around the premise that the best way to increase your effectiveness as a salesman is to train vourself to think creatively rather than to rigidly follow the old rules of salesmanship. The author is director of sales personnel and training for Crown Zellerbach Corp., says the book grew out of a training program his company conducted-a program judged by the National Society of Sales Training Executives to be the most significant contribution in 1955 in the field of training new and experienced salesmen.

Handbook of Successful Sales Meetings. By Bill N. Newman. Published by Prentice-Hall, Inc., 70 Fifth Ave., New York 11, N.Y. Price: \$6.50.

If yours are problems of livening up sales meetings and of motivating salesmen, you'll find stimulus in this book. It spells out ways to key the meeting to a dramatic theme; tells when and where to hold your meeting for best results; how to "emcee" your meeting with assurance; how to build to a meaningful climax. The author is national sales manager of the Security American Life Insurance Co.

How to Plan, Produce and Publicize Special Events. By Hal Golden and Kitty Hanson. Published by Oceana Publications, Inc., 80 Fourth Ave., New York 3, N. Y. Price: \$6.00.

Sooner or later every company, social club, civic body or, even, product celebrates a special anniversary or occasion. Here's a blueprint to insure that the celebration gets off the ground, with detailed instructions on how to plan the event and promote it.

The NSE Sales Managers' Motivation Guide. Published by National Sales Executives International, 630 Third Ave., New York 17, N. Y. Price, to non-members: \$4.00.

This valuable booklet attempts to evaluate human motivations where the salesman is concerned. It looks at incentives, speaks with some authority on the sales manager's stake in understanding the motivation of salesmen, and provides case materials and examples. It is written in easy, non-technical language.

Techniques for Efficient Remembering. By Donald A. Laird and Eleanor C. Laird. Published by McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York, N. Y. Price: \$3.95.

The Lairds are well known for their books on self-improvement: Dr. Laird once was director of psychology of Colgate Psychological Research Laboratory. Their latest book is a study of remembering techniques, using only four general rules as the basis for all techniques. In addition, the authors show you how to search out the meaning of what you want to remember.

Salesmanship: Modern Viewpoints on Personal Communication. Edited by Steven J. Shaw and Joseph W. Thompson. Published by Henry Holt and Co., 383 Madison Ave., New York 17, N. Y. Price: \$5.75.

A fairly sophisticated approach to selling, this book covers such ground as: the psychology of communicating with prospects, social-class position of prospects, industrial selling and creative selling. Each of the editors is a professor of marketing. Writers who contributed to this anthology include Dr. Ernest Dichter, Pierre Martineau, Harold C. Cash and Vance Packard.

How to Find and Pick Star Salesmen. By William Rados. Published by ICR Corp., New London, Conn. Price: \$27.50.

Subtitle of this "hiring kit," as the author chooses to call it, is "A program of proved procedures for finding and selecting productive sales personnel." William Rados has put into the kit the lessons he has learned from service to such corporations as Babcock & Wilcox, U. S. Gypsum, Hearst, Nash-Kelvinator. The kit consists of an instruction and co-ordination manual and an extra stock of forms of various types, including job description. The author thinks of the manual as a do-it-vourself kit, written from the sales manager's point of view. Among topics covered are: the recruiting campaign - how to determine your present and future manpower needs; seven-step procedure for selecting the best applicant; sales

Recommended... specified... approved... requisitioned. These are typical buying actions taken by industry's top buyers after consulting manufacturers' catalogs in Sweet's. These catalogs give buyers and specifiers the product facts they must have

by industry's top buyers after onsulting manufacturers' catalogs in Sweet's. These catalogs give buyers and specifiers the product facts they must have when buying needs arise. More than 80 buying-action studies in six basic industrial and construction markets document the buying activity a catalog in Sweet's can produce for your product. Your Sweet's District Manager will gladly review the results of these studies with you. Sweet's Catalog Service, Division of F. W. Dodge Corp., 119 West 40th St., New York, N. Y.



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Key to Ratings of Inventory Size

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B-\$1 billion to \$2 billion

C-\$750 million to \$1 billion

D-\$500 million to \$750 million

E-\$250 million to \$500 million

F-\$100 million to \$250 million

G-Under \$100 million

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Basis for Advertising Boom Grows

The heaviest third-quarter advertising volume in history may be coming up. On the strength of large production and expansion plans, plus the public's high buying power and business' strong financial condition, SM's Advertising Weathervane Board sees an average 10% advertising increase needed.

The need varies according to individual industry and season. The June analysis brings a higher rating for the near term in eight industries, and a lower rating in three. For the long term, representing the next 12 months, there's an increase for six and a decrease for ten. In no sense, however, do the lower ratings signify any industry deterioration; rather, they reflect a lessening need for a product on a purely seasonal basis. In some cases, this seasonal factor is strong enough to penetrate the long-term rating.

Heavy spending for new facilities is expected to provide keen stimulation to ad pressures. The Advertising Weathervane Board estimates that businessmen will spend a record \$38.2 billion this year on new plant and equipment, exceeding the previous peak of \$37 billion in 1957 and last year's total of \$32.5 billion. Manufacturing firms, alone, are expected to spend more than \$15 billion on new facilities — an increase of more than 25% over 1959's figure. Of this \$15 billion, about three-quarters is earmarked for machinery and equip-

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to work in IDAHO

Why? Because Idaho's abundant recreational facilities and great outdoors provide workers with an ideal place to live and play . . . close to the job. Result; a more energetic, stable work force, minimum turnover and absenteeism. No place in Idaho is more than an hour from a trout stream. And the average worker lives less than 10 minutes from his job. Because Idaho workers spend less time getting to the job . . . they do far better on the job.

IDAHO WELCOMES INDUSTRY

For complete information on what Idaho offers YOUR company write to the Idaho State Department of Commerce and Development, Room 602C, Capitol Building, Boise, Idaho.

Determine Your Sales Potentials SEE PAGE 104 J. Carvel Lange, Inc.

NEED HELP?

Sales executives seeking outside assistance with sales and marketing problems will be interested in the new "At Your Service" department that starts on this issue. Turn to page 103.

Sales Management

ment, only 20% for buildings. So the big boost will be to productivity.

Importantly, too, the addition to production facilities comes on top of record-breaking expansion in recent years. During the last three years, total new plant and equipment spending has jumped to an aggregate of over \$100 billion. In the past decade, it totaled close to \$300 billion.

A further swelling of production capacity comes from labor's increasing ability. Since the middle of '58, productivity has gained almost 4%, an impressive rise, even for a recovery period. The historic rate of increase—brought about by more plants, better equipped plants, and better utilization of facilities—has been 2% a year. Recent large-scale modernization programs and massive spending for new-product development must also get a share of the credit for the greater operating efficiency.

Another strong source of advertising pressures is the variety of novel articles coming off the nation's drawing boards. New products are likely to reach markets this year in record-breaking amounts, judging from research and development spending. The board estimates this spending at \$10.3 billion for 1960, a leap of more than a billion dollars over the previous record established in '59.

From the vital viewpoint of financing, businessmen appear to be in a good position to handle new plant and machinery expansion, and, for that matter, the sharply higher advertising expenditures which apparently are ahead. Even though dividend pay-outs have gone up 5% this year, corporations have been adding substantially to financial resources.

▶ The board estimates this year's annual rate of accumulation of such resources at \$41 billion, a new high. Depreciation reserves, the writedowns from past investments in plant and equipment (and the likely wherewithal for much future expansion), are rising at a \$15.5-billion annual rate — again a new high. Retained earnings for 1960 are estimated at a \$13.2-billion annual rate, up about 10% over last year. New financing also represents part of the rise in the financial resources of American business.

Buttressing the favorable balancesheet position of the nation's businessmen as a whole is a comparatively good income situation. Even though profit margins have been tightening in recent months, total corporation profits after taxes for 1960 are estimated at \$27 billion, a strong new high comparing with approximately \$25 billion in '59, the previous record year, \$18.9 billion in '58 and \$16 billion in '49.

In the same vein, the shape of consumers' finances is excellent – another reason to increase ad appropriations. Disposable personal income, after taxes, is running at a record \$350-billion annual rate, and the board estimates that it will reach \$353 billion in the third quarter, up 5.4% over the similar period in '59.

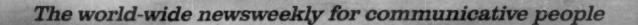
High retail sales are moving inventories well, encouraging an increase in production. Effective and very heavy advertising has helped speed up this inventory movement.

The growth of our giant productive system is indicated in the vast, halftrillion-dollar annual rate of our Gross National Product (representing the nation's spending for all goods and services) in the first quarter of this year. The \$500. 2-billion total, on a seasonally adjusted annual rate, compares with \$479 billion in '59, \$442 billion in '58 and \$443 billion in '57. Significantly, it was not just inventory accumulation from the steel strike which caused this year's first-quarter rise; more than half the over-all gain went into consumption, fixed investment and other basic growth areas.

► SM's Advertising Weathervane has taken all the foregoing influences and a wide variety of others into consideration in determining an advertising pressure rating for each of the industries tabulated here. The ratings, which can readily be translated by referring to the key at the top of the page, are based on the comprehensive data available to a carefully selected panel of 90 authorities. Wholly impartial, this Advertising Weathervane Board includes trade analysts in the Department of Commerce, Census Bureau, Department of Labor, Federal Reserve Board, and other Government agencies, as well as in trade associations, financial institutions, universities and other private organizations.

The ratings are developed from the consensus of these experts, who evaluate and draw conclusions based on the following weights for Advertising Weathervane ratings, using a universe of 100:

Expansion Projections and New Products 25
Current Inventories and Sales 20
Public Needs for Product and Potential Buying Power 20
Ability of Industry to Finance Increased Advertising 10
Industry Labor Productivity 5



Of course I'm sure.
I read it
in Newsweek

Let's assume you sell quality consumer goods. In that case, your best prospect is probably a man with an above-average income, say over \$10,000. Newsweek reaches, per advertising dollar, more such readers than any other newsweekly.

Or perhaps you sell industrial products. If so, your best prospect is likely to be a management, professional or technical executive. Newsweek reaches, per advertising dollar, more such readers than any other newsweekly.

Don't you think Newsweek is justified in calling itself "probably the world's most efficient advertising medium"?



NSE's New President

Fred Emerson-known to everyone as Fred-has been elected president of National Sales Executives International, effective July 1, for the 1960-'61 period. For 13 years NSE has been, he says, "my favorite activity." And for 25 years Emerson has made a career out of his own company. He's v-p and sales manager of Spartan Saw Works, Inc., Springfield, Mass., and he started with the company as an office boy for one reason: He wanted to learn the sales end of the business. A neat man with a wayward lock of

hair that's inclined to slip down his forehead when he gets active, Emerson has been president of the Spring-field Sales Executives Club, a district director and a regional director. For two years he was treasurer of NSE and for three years he was vice president. A former town father of Agawam, Mass., he's also been president of the Massachusetts Selectmen's Assn., is currently chairman of the Metropolitan Affairs Committee of the Springfield Citizens Action Commission. He has worked for Federal

aid for pollution, construction of flood control dams and alleviation of water problems throughout the Connecticut River Valley. . . . With all this New England in his background, people are surprised when he tells them he was born in Billings, Mont. (46 years ago). But his family moved to Connecticut when he was a boy. Besides serving as sales v-p for Spartan, he acts as chairman of the Independent Publishing Co., publishers of his hometown newspaper. He and his wife have two children.

BY HARRY WOODWARD

The Spark in Exide's Batteries

Early this year Exide Industrial Division of The Electric Storage Battery Co. won a contract for submarine batteries amounting to \$3.2 million. The division has begun to make a new line of golf cart batteries. Looking ahead, it sees such potential business as batteries for electric street trucks and autos. . . . A salesman who likes to think of himself as "a purveyor of packaged power" has jumped from general sales and marketing manager of the division to vice president-marketing. He's C. J. (Dinty) Moore. For seven years he has helped conceive and shape a sales program that will enable Exide to launch what it believes will be the golden age of packaged power (Dinty Moore was very active in the old Electric Industrial Truck Assn.). His career with Exide is due, in part, to an accident: He was graduated with the class of '29 from the Naval Academy, then almost lost an eve when he was hit with a driver on a golf course. Ironically, it was the Army that took advantage of his education when he couldn't pass the necessary physical for a Navy career. The Army needed antiaircraft instructors. He was commissioned into the Army Reserve, for eight years was an instructor. He joined Exide in '35 as a salesman in the Pittsburgh branch. In '41 he was transferred to headquarters as supervisor of motive power sales. Later he was manager of the railway and motive power sales division, then sales manager. He and his wife-they have two children-live in Abington, a Philadelphia suburb. Dinty founded the Exide "Yes-But" Club. Each salesman



had to send in every argument he'd ever heard against battery power, and suitable answers. The arguments were printed on the backs of cards. His salesmen carry a "deck" with them, "deal" out when they meet opposition from a prospect.

New Sales M.D. at ABC Radio

"It's the smartest thing ABC could do," says a candid Robert R. Pauley, when you ask him why ABC named him-a salesman-to be v-p in charge of its Radio Network. It's no secret that the Radio Network has been in trouble: Inventory has exceeded market; he feels radio has been undersold and underpriced. Obviously ABC's president, Leonard H. Goldenson, concurs. Pauley - 35-ish, tall, thin has been eastern sales manager, having joined ABC in '57 as an account executive, "which means salesman." He's devoted most of his career to radio sales, at one time or another has worked for all three major networks. After the war he went off to Harvard School of Business Administration for a 2-year course. While he was there, in summers, he worked as a salesman for WKOX, Framingham, Mass., a small, successful station. He decided to get into broadcasting for a living. Later he landed at New York's WOR, left there after two years to go to NBC Radio Network where he made the first three Monitor sales - before the show went on the air. . . . "I'm no oracle; I don't have the answers to all our sales prob-



lems," he says. But his thinking is running along these lines: Public interest — "Are we serving the public; will they listen?" Stations — "Are we giving the stations something they can't do themselves?" Advertisers — "Are we pricing our offerings sensibly; are we providing the audience?"

When he gets all the answers, he feels, ABC's Radio Network will be on the way out of the woods. . . . He was born and raised in New Canaan, Conn., where his father was a contractor. He used to restore ancient automobiles; his hobby, today, is designing houses for his friends.



New styles from world's largest manufacturer of children's dresses arrive at fashion show fast . . . delivered by AIR EXPRESS

"Cinderella" is first to market with Air Express

These youngsters are about to model the latest collection of "Cinderella" frocks for the junior set. This debut of new creations by Rosenau Brothers is the "Paris showing" of the children's market. New fashions often must bow at buyers' showings thousands of miles from the Philadelphia factory just hours after the last stitch was sewn-or lose a big order. That's why Cinderella takes no

chances - ships by AIR EXPRESS regularly. Only lowcost AIR EXPRESS assures overnight delivery coast to coast. These advantages could help you, too! Call AIR EXPRESS and be FIRST TO MARKET ... FIRST TO SELL.





CALL AIR EXPRESS DIVISION OF RAILWAY EXPRESS AGENCY . GETS THERE FIRST VIA U. S. SCHEDULED AIRLINES



MARKETING NEWSLETTER

PACKAGES

scented polyethylene: more than a gimmick Early evidence dispels the impression that scented polyethylene is a packaging gimmick. It may prove a real sales booster.

In one of their first applications, polyethylene bags scented with perfume are used for packaging hosiery. The user, Comette Hosiery Mills, finds the new package greatly promotes impulse buying. After 60 days, the company realized a 10% sales increase. . . . Extra cost for the scent: less than 20 cents for 1,000 bags—insignificant in terms of extra sales appeal.

PRODUCTS

giant food firm goes industrial General Foods goes industrial. The big food company is entering the industrial lubricant field with a full line of refined animal oils. GF, through its Atlantic Gelatin Division, is already marketing the oils to a wide range of industrial users.

Other consumer goods marketers, particularly food firms, <u>are edging into industrial lines</u>. General Mills, for example, is widely diversified in a variety of industrial fields. Today, a marketing exec never knows when some giant company with vast resources might decide to invade his product area.

MARKETS

tailor-made selling of college financing Tailoring its selling to a special, growing market, Household Finance has set up Education Funds, Inc., to handle college loans. Although special types of education loans are available, HFC's mass approach to this market does not restrict the loan because of student's age, ability, need, type of school.

Two statistics bear out the wisdom of HFC's move: (1) College enrollment is expected almost to double in ten years, from 3.5 to 6.4 million; (2) of \$48.5 billion of credit put to work by consumers last year, only \$100 million went for education.

MAIL ADS

FTC extends cleanup to direct mail ads <u>Direct mail advertising abuses</u>—long ignored by Federal Trade Commission—are the target of FTC's newest crusade. Commission staffers not only in Washington but also in ten field offices have been directed to collect suspicious mail received at home, turn it in for investigation. Look for a test case, probably against a big-name mailer, to be brought before long.

FTC's probe will be confined to mail ads for merchandise, won't include services. Postal fraud orders have been chief enforcement weapon against unscrupulous operators who make wild claims through the mails. But the P.O. has to prove fraud to make a case; FTC need find only "a capacity to deceive or mislead."

. . One major group of mailers, Associated Third Class Mail Users, greeted the announcement with hurrahs, sent congratulations to FTC Chairman Earl W. Kintner, pledged full cooperation, added that "honest advertisers have nothing to fear and much to gain from a crackdown on the crooks."

STRATEGY

is Studebaker ready to buy?

Studebaker-Packard is <u>showing signs</u> of <u>diversifying</u>, at last, The auto firm has a \$100-million tax-loss credit that expires by 1963. With sales, profits, and share-of-market sagging in '60 after a bright '59, it's a fair bet that Studebaker might not be able to cover the whopping tax credit with earnings from its Lark. . . . But another company's profits will do just as well, so S-P recently bought Gravely Tractor (earnings over \$2 million). There's still room to spare, and Studebaker is undoubtedly on the look for more companies, bigger companies. Any takers?

ADVERTISING

how much to spend How to determine the <u>most profitable level of ad spending</u>? A new approach to this perplexing problem comes from International Business Machines. It's a scientific method that applies mathematical models to practical ad situations. . . . The new system, developed by IBM's R. S. Weinberg, manager, market research, treats ad strategy within the over-all competitive environment—not in a vacuum. It may be a big step toward narrowing the range over which marketing decisions must be made on basis of judgment alone. . . . 140-page book on the system is available (price: \$5) from Association of National Advertisers, 155 E. 44th St., New York 22, N.Y.

SELLING

FTC report loaded with market data

Drugs, cosmetics, housewares, and stationery are now being sold in nine out of ten Super markets. Children's books, magazines, toys, hardware are stocked by 70% to 80%. These facts are gleaned from a massive Federal Trade Commission report on "Concentration and Integration in Retailing." . . . Marketers in scores of non-food lines will find nuggets worth mining in this 338-page volume—packed with useful information on marketing through food outlets. (For a 5-page summary, write to FTC, Washington 25, D.C.; for the full study, send \$1.25 to Superintendent of Documents, Government Printing Office, Washington 25, D.C.)

MISCELLANY

news and ideas of marketing note More sales executives are switching to some form of car-leasing plan for keeping salesmen on the road. New survey from Dartnell Corp. shows that 37% of companies now use a car-leasing plan, compared with 25% in '56 and 14% in '52. Advantages: improved salesman morale, fewer administrative headaches. . . . Little Denmark is investing \$4 million in U.S. advertising this year. The country expects to sell \$100 million of goods in this country in '60, compared with \$17 million ten years ago. . . . Cuban Tourist Commission is making a strong bid for Negro vacation trade. Ads in U.S. Negro media stress "Vacation without humiliation" and add that Negroes receive firstclass treatment in Cuba. . . . Largest single product group advertised on TV is food-grocery products with \$275 million invested in network and spot TV in '59. Following, far behind, are: cosmetics and toiletries, \$131 million; drugs, \$123 million; tobacco products, \$106 million. . . . Today, 22.4 million women are bringing home their own paychecks; 61% are married, 23% single, 16% widowed.

Elgin makes them... LOOK sells them

"We introduced our new Eigin watches exclusively in Look last year, and our sales shot up so far we had to increase our production force over 30%," says William E. Koch, Vice-President Marketing, Eigin National Watch Co.

When Elgin developed its new line of \$19.95 Starlite and Sportsman watches and the \$49.95 Thin-Thin self-winding watch, it selected Look as key advertising medium. The in-

troductory ad ran in Look's March 17, 1959, issue and people across the nation began buying Elgins in record-breaking quantity.

"We sold so many watches after that first advertisement and the follow-up Look ads that we couldn't make enough to fill the demand," reports Elgin Marketing Director Koch. "As a matter of fact, sales



of Elgin watches for the first two months of this year are 77% ahead of the same period in 1959."

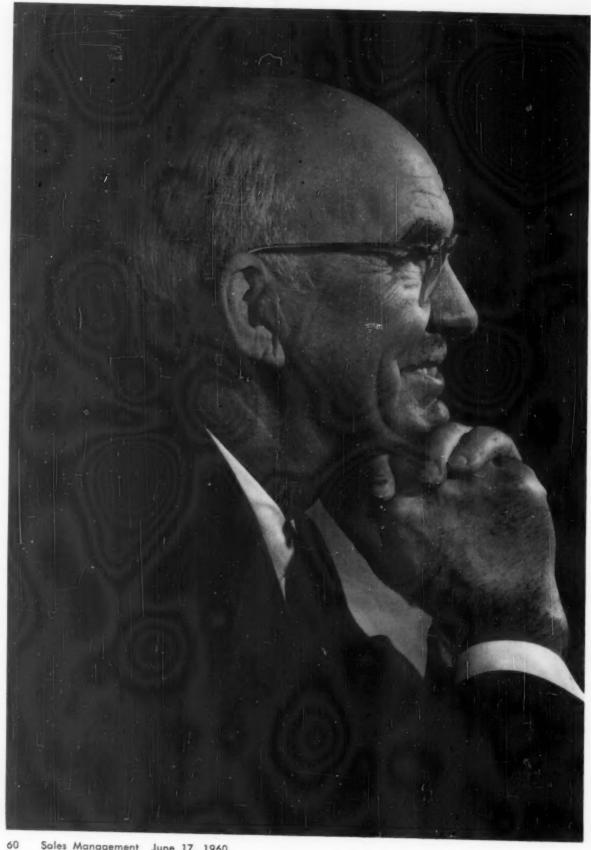
To what does Mr. Koch attribute Elgin's briskly-climbing sales curve? "Well, of course, there's the product itself. And there's the advertising. Look's known influence on its huge young audience... its ability to inspire our sales force and the dealers... have been vital factors."

Does Elgin plan to continue its LOOK campaign? "Defi-

nitely," says Mr. Koch. "We've just had dramatic proof of the kind of selling job LOOK can do."



In the first quarter of 1960, only LOOK—among all major magazines—achieved record highs in circulation and ad revenue and ad pages. One reason for this unmatched vitality is LOOK's ability to produce sales. For LOOK means sales.



Sales Management June 17, 1960

DYNAMARKETER

The Co-operatives' Lincoln — More Marketing 'Revolutions'

By LAWRENCE M. HUGHES Senior Editor

The big man pauses for just a moment to admit that "We didn't try to do big enough things early enough." And then, at 68, he plunges into the still-bigger things of tomorrow.

The life, until now, of Murray Danforth Lincoln has just been told in some detail ("Vice-President in Charge of Revolution," by Lincoln, as told to David Karp, and published by McGraw-Hill Book Co.). But the work to come may be more exciting and, for a lot of people the world over, more meaningful and rewarding.

Former County Agent Lincoln has applied his years to "people's" enterprises: to cooperative purchasing and marketing by farmers; to consumer co-op grocery stores and gasoline businesses; to the Nationwide insurance companies, Columbus, Ohio, the assets of which have grown in the 34 years of Lincoln's leadership from zero to \$350 million.

Lincoln's cooperatives fought to extend rural electrification from less than 20% to 95% of the nation's farms. Among other things, Lincoln helped to found and has long presided over CARE.

In several capacities he continues to work with the United Nations . . . He goes to the Democratic National Convention in Los Angeles next month as an elected delegate. Some people say he will leave the convention as his party's candidate for vice president.

► The man is mum about this. But privately he tells SM: "I won't settle for Secretary of Agriculture." (Acceptance of such an offer made by Franklin Roosevelt 16 years ago might have made Lincoln vice president, instead of Harry Truman.)

Meanwhile, he is sure that consumer cooperatives, spurred by Nationwide, are just hitting their stride. He sees "co-op needs and opportunities, here and abroad, stimulated by inflation and the Cold War." And even in "prosperous America," many millions still cannot stretch their dollars far enough.

The small co-op stores that sprang up across the land during the depressed '30's have nearly all folded. "What we need now," Lincoln emphasizes, "is co-op super markets—in fact, whole co-op shopping centers. This job won't be easy. Even A&P nearly lost its shirt in turning its business from 15,000 little stores to 2,000 big markets. A & P

had a total of 4,276 stores in operation at the end of '59.

"But big, modern co-op markets already are operating in Chicago, the District of Columbia and other urban centers. Our initial network should embrace at least 20 co-op shopping centers. Each would handle groceries, farm produce, drugs, clothing, gasoline—75% of usual family needs. And in each, among other services, would be an insurance office, a credit union, a bank."

This program, of course, could be stepped up sharply by acquiring an existing "private" chain. Lincoln has long had more than a casual acquaintance with \$5-billion-a-year A&P. But he will say only that, "at one time and another I've suggested the possibility that we buy a leading grocery chain, such as A&P."

► And because A&P is strong in the East and Midwest, logic suggests that the co-ops might also need a strong western chain, such as \$2.3 billion Safeway.

Lincoln says that any new co-op colossus would be "a separate operation – only incidentally connected with Nationwide."

But in other directions Nationwide is taking long strides on its own. A Nationwide associate, Approved Finance, Inc., has just gone into car-leasing with Ryder System, Inc., Miami. Tests are now under way in Maryland, Delaware, and District of Columbia. "We think we can prove, to individuals as well as fleet operators," Lincoln points out, "that they can lease more cheaply than they can buy. In fact, we asked a sampling of our three million car-insurance policyholders whether a "lease package" would appeal to them. In single monthly payments the package will cover fuel and other operating costs, all repair costs, and insurance. Two out of three of the policyholders told us it would appeal to them."

Multiplying them by an average \$3,000 a car, he comes up with \$6 billion: "This would be annual revenue at starting costs. . . . Our 5,300 insurance agents will solicit car-leasing too."

More than half of the agents also sell shares of the Nationwide-associated Mutual Income Foundation—an open-end fund the volume of which increased 129% last year.

"We're going to do more with motels." The first two units of a chain of Nationwide Inns are now operating at

How to win friends and influence sales



Profit by HAMMOND

premiums—their proven success is your guarantee . . .

Television sets, tires, cereals, candy bars - - - Hammond premiums have helped sell them all! Popular Hammond products are excellent for inexpensive give-aways, traffic builders or self-liquidators. The Classic World Atlas and convertible globe are only two examples of prestige items that succeed as salesman and dealer incentives.

For complete information about Hammond's wide variety of in-stock premiums, or a Sales-Builder Plan designed specifically to fit your needs, write J. T. McManus, Manager, Sales Promotion Div.



C. S. Hammond & Company

MURRAY DANFORTH LINCOLN

DYNAMARKETER

Columbus. Spreading first to the companies' 12 regional-office cities, they should reach across the U.S. with the new interstate highway system. Meanwhile, Zurich is the target site for the first inn abroad.

Murray Lincoln can be a hard man for even his friends to understand. Once John W. Galbreath (who has since built some of the nation's largest skyscrapers) asked Lincoln what the consentives were up to

the cooperatives were up to.

Lincoln replied: "We're trying to save the world by making everybody a capitalist." He thinks the "cooperators" have done more for "the capitalist system" than have any of their detractors.

Over the years he and Nationwide have adopted "capitalist" methods and even financial incentives.

In 1944 a demonstration of the small Ford-Ferguson tractor, on the late Louis Bromfield's Malabar Farm in northern Ohio, convinced Lincolu that it would help to "feed the world." He considered taking over Ferguson. But then he wondered "how much we'd have to pay the Ferguson management." One man told him he was getting \$225,000, plus bonus.

getting \$225,000, plus bonus.
Lincoln shocked him by saying:
"I'm getting \$17,500."

▶ But the incident caused him to tell Nationwide's board: "If we're going into big business, we must compensate our executives in the same way big business does." And he put Art Slade of the management-consultant firm of Rogers, Slade & Hill to work on the problem: "How do you pay people for doing things for people in the same manner in which they have been paid for doing things to people?"

The problem must have been solved. Lincoln now admits to wages of "more than \$100,000. And we have 25 people who make more than \$25,000 each." But before competence, the No. 1 requirement is still belief in the "people's" objectives.

Nationwide and its president have learned to articulate them. One subsidiary, Peoples Broadcasting Corp. (which operates profitably) owns TV and radio stations from Sioux City, Iowa, to Trenton, N.J. The president is pleased to report to policy-holders, for 1959, their "new recognition for public service activities." He's also pleased to note that the Nationwide-sponsored "Hidden Revolution," on

the CBS Radio Network, won a Peabody award for "outstanding service."

In addition to the first "extensive" campaign in mass-circulation magazines (on a "Securance" theme), Nationwide schedules advertising in "magazines of opinion and ideas," farm and business publications and more than 300 newspapers.

Galbreath had a hand in getting Nationwide to build Lincoln Village, a housing project on 1,100 acres near Columbus. And last October a new associate, United Redevelopment Corp., joined with John W. Galbreath & Co. to improve urban areas.

▶ Among other new members of what Lincoln calls "the companies' family" is Tectum International. Tectum is simply a building product of wood fiber ("excelsior"), combined with magnesium oxide. Last year sales of the domestic Tectum Corp. rose 21% to \$9.3 million. Now Tectum International is supervising the construction in South Korea of a \$2-million plant for Tec-Pan, using rice straw.

Nationwide has a financial relationship with American National Growers, Inc., Fullerton, Cal. This \$28-million business—much of it under the Blue Goose label—buvs from grower coops. ANG sells the produce, in fresh, frozen and canned form, to privately owned marketers. It has also started to grow its own.

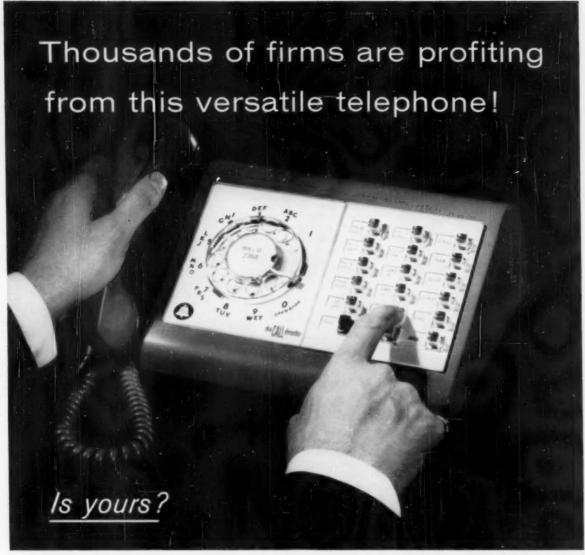
But Lincoln also sees ANG as a broad "source" for the new era of consumer co-ops: "On an exchange basis, we're planning to build co-op supers abroad—starting in Germany."

Nationwide is active both in the Cooperative League of the U.S.A. and the International Cooperative Alliance, a federation representing co-ops in 40 countries. But perhaps Lincoln's favorite "co-op" is CARE: "Peace insurance is our business."

But there are times when he gets a bit discouraged with people-specifically us. He would not actually "recommend that we undergo another depression. But something must be developed to give us urge and drive.

developed to give us urge and drive.

"An Ethiopian told me: "The Communists will win because they work at it." We've got to start working—every last 180 million of us—for democracy. . . . If we did half as much to develop democracy as we're doing to contain communism, we'd beat communism in nothing flat." ◆



Available in an 18-button executive model (shown) and a 30-button secretarial model...both in green, gray or beige.

It's THE CALL DIRECTOR telephone

We're getting high praise for it from business firms all over the country. It's boosting operating efficiency—at low cost—wherever it is being used.

Efficiency is the Call Director's strong suit. Its versatile pushbuttons put as many as 29 outside, extension or intercom lines right at your fingertips. With Bell System intercom, it gives you interoffice connections in an instant. It permits six-way telephone conferences. It lets you add others to calls on your line and hold calls on several lines at

once if you wish. You just push a button-or dial.

The effect it has on productivity and profits will delight you!

ONLY ONE EXAMPLE

The Call Director is only one example of new Bell System equipment now available to serve you profitably. Why not learn about all these new developments? Just call your Bell Telephone business office and a representative will visit you at your convenience. No obligation, of course.



THE SCRATCH PAD



BY T. HARRY THOMPSON

A midsummer night's dream: That I might bury my head in the sand till the nominating conventions and their senseless recriminations are history.

"Mixed greens are very good for you," says Art Linkletter (who should know). "Especially mixed fives, tens, and twenties."

A soup in search of an appetite: Campbell's Pepper Pot, made from an old, colonial Philadelphia recipe.

Will Foster saw this sign on a bus in San Francisco: "Keep in good fiscal condition. Save at the Bank of America."

Soap opera: Cleaner entertainment.

Curtis Library Research quotes Macy's as estimating that 25% of electric shaver sales are for gifts.

Admitting that it's on the macabre side, Walter Weir relays the advertising man's definition of death: "Nature's way of telling you to slow down."

Halftones: The black keys.

Neat headline by Dole Pineapple: "Next Sundae, go Hawaiian."

It's interesting to me to see copywriters latch onto "wife-savers," created by some unsung Campbell's Soup writer in the Pleistocene Age.

Speaking of Art Linkletter, as we were a few items ago, he recently asked a 5-year-old what animal he would like to be if he could. The kid said a dinosaur. "Isn't that animal extinct?" Art asked. "I don't know," said tiny Mr. Innocence. "I've never been very close to one."

People who are allergic to puns must get the screaming meemies when Perry Como sings: "What did Delaware, Boys? What did Delaware?"

Candling is not confined to the testing of eggs. We instinctively hold glassine-windowed envelopes up to the light to see if there's a check inside.

Cutting half a grapefruit is an art. I wish the Florida Citrus Commission would teach it to some of the kitchen mechanics who mutilate mine.

Willoughby finally took his longdreamed-of trip to France. When he returned, a friend asked him about it. "Wonderful," he sighed. "Especially

"Wonderful," he sighed. "Especially Paris. My only regret is that I could not have made the trip twenty years ago."

ago."
"When Paris was really Paris, eh?"
the friend asked.

"No," he said sadly. "When Wil-

loughby was really Willoughby." -- Imp.

Better writers than I have hymned the praises of F.P.A., who died awhile back and whose columning stopped long before that. I considered him tops in his time.

"Background for Hope" was the title of a special supplement the American Cancer Society took in The New York Times for a 15-year progress report on this hell-born scourge. Elmer Bobst, board chairman of Warner-Lambert Pharmaceutical, picked up the tab on the 14-page symposium.

When U.S. Rubber wanted a name for its canvas shoes, I suggested "Kix," which was slang for "shoes" away back there. No dice. Someone else suggested "Peds," which the client liked, but which had been priorized. The "P" was changed to "K" and "Keds" they have been ever since.

End of an Era

On a Sunday afternoon in early spring, the last regularly scheduled steam locomotives in the U.S. huffed and puffed their way to pasture in the midland community of Durand, Michigan.

Hundreds of railroad fans and railroaders themselves were on hand when engines 6319 and 6322 of the Grand Trunk Western arrived from Detroit.

James Thorpe, general agent, said they were the last of the steamers on any major line, and James Shea, general manager of the Southern Pacific, agreed that the Association of American Railroads would likely recognize this as the last major, regular run in the country.

What pictures these iron horses brought to mind!

... Standing on the platform holding my mother's hand when one of the leviathans snorted into the station. Not a little frightening when you're six years old and they come at you like some towering mammoth of the Ice Age.

. . . Watching the nearby Baldwin Locomotive Works fill an order for some South American country with "moguls" half a block long, and with driving-wheels and crossheads whose patterns I likely had fingered in the steel foundry where I was apprenticed.

Who of us who ever heard a steam whistle bending with the wind in the dead of night will ever forget the sound? But who, on the other hand, would flag the train of progress?

T.H.T.

MARKET SERVICE

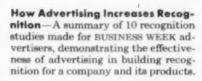
June, 1960

AMERICA'S MANUFACTURING PLANTS-a New Workbook

Here are the latest booklets, folders, research studies and films available through your McGraw-Hill representative. They represent only a small part of the helpful market data that is regularly available to advertisers and their agencies—the result of our annual investment of over \$800,000 in research and market studies.

How To Mechanize Your Selling— How big is the industrial salesman's job? Who does he see? How does he

spend his time? Here are many documented answers to why costs of sales calls are rising, and what your business publication advertising can do to increase the salesman's efficiency.



Business' Plans—1960-63—Here's the 13th Annual Survey of business' plans for new plants and equipment prepared by the McGraw-Hill Department of Economics. This report reveals that American business plans

to spend a record amount in 1960, and to continue spending at a high level during the next three years. Leading Sales Executives Report— In their own words, 20 top sales exec-

their own words, 20 top sales executives describe the results they have achieved through consistent business publication advertising.

A Changing World Market Place— Complete with graphs and charts, this booklet details the estimated \$100 billion overseas markets for American

New Chemical Plants and Facilities

businessmen by 1968.

A CHEMICAL ENGINEERING compilation of 438 major new plants and expansions in the chemical process industries gives company, location, products, approximate cost, job status.

The Renewal Percentage — Through bar charts and other illustrations this folder explains how to understand and interpret the renewal percentage on an ABC statement.

McGraw-Hill Space Checking Service—A new, 16-page booklet, outlining all the material available to you through our Advertising Space Checking Service. This 118-page statistical report, based on McGraw-Hill's continuing Census of Manufacturing Plants, is an invaluable sales tool and guide for marketing executives. The volume covers U. S. manufacturing plants by product, location and number of employees.

The data was gathered over a twoyear period by the McGraw-Hill Census Division. It was obtained by direct contact with the companies involved . . covers plants employing 95.5% of all workers in the plants within its intended coverage.



This new book is divided into sections. The first tells you about the McGraw-Hill Census of Manufacturing Plants—what it is, how it is developed and maintained, and how you can use it.

Part 2 breaks down markets by SIC for 437 industries, gives statistics on plants with 20 or more, 50 or more and 100 or more employees. Part 3 gives you markets by states, with statistics for manufacturing plants and employees.

Part 4 shows markets by county, with individual maps. Part 5 is a multicolor, 50" x 37" wall map of the U. S., indicating the concentration of manufacturing plants with 100 or more employees.

To defray a portion of the preparation expense, a \$25 price has been established for this book and map. They are available only through your McGraw-Hill representative.

CONTINUED

The Mathematics of Selling—Compiled from various industry sources, this study shows why the cost of personal calls is rising so rapidly, and

how business publication advertising can help the salesman. Available as desk-top presentation for use with your management, or in a printed folder.



REGIONAL OFFICES

Atlanta 3. Ga. Rhodes-Haverty Building JAckson 3-6951 Boston 16, Mass. Park Square Building HUbbard 2-7160 Chicago 11, III. McGraw-Hill Building MOhawk 4-5800 Cleveland 13, Ohio 1164 Illuminating Building SUperior 1-7000 Dallas 1, Texas The Vaughn Building Riverside 7-5117 Denver 2 Colo Tower Building ALpine 5-2981 Detroit 26, Michigan Penobscot Building WOodward 2-1793 Houston 25, Texas Prudential Building JAckson 6-1281 Los Angeles 17, Calif. 1125 West 6th Street HUntley 2-5450 New York 36, N.Y. 500 Fifth Avenue OXford 5-5959

Philadelphia 3, Pa. Six Penn Center Plaza LOcust 8-4330

Pittsburgh 2, Pa. 4 Gateway Center EXpress 1-1314

St. Louis 8, Mo. Continental Building JEfferson 5-4867

San Francisco 4, Calif. **68 Post Street** DOuglas 2-4600

Frankfurt/Main, Germany 85. Westendstrasse Geneva, Switzerland

2 Place du Port London, E.C. 4, England 95 Farringdon Street

RESEARCH REPORTS

These Laboratory of Advertising Performance data sheets prepared by the McGraw-Hill Research Department have been released recently. Please order by number.

LAP 0003.0—Check chart for the L.A.P.

LAP 1027 —Industrial publications add known buying influences. -One-page inserts and run-of-book page adsequally well read.

LAP 3021.1 - Average ratings of standard second colors.

LAP 3028 -Higher noting of four-color over black-and-white tops added cost.

-How advertiser and product in headline affect readership. LAP 3201 LAP 3202 -Advertisements with headlines attract more readers.

-Subject headlines increase readership.

-How prominence of headline affects readership. LAP 3204

LAP 3205 -How headline appearance affects readership.

LAP 3232.2—Readenship of case history advertisements.

LAP 3240.1—How humor affects readership.

LAP 8020 -Magazines and salesmen most frequently mentioned sources of new ideas and products.

FILMS AND FILM STRIPS

(For a preview, contact your McGraw-Hill representative.)

Cable Address: McGRAW-HILL New York - This brand-new color film strip takes you around the world in 12 minutes, shows the tremendous daily changes that can be significant to U. S. businessmen. See the vast network of McGraw-Hill

business journalists in action, and how they track down important stories.

Information Plus-A color sound slide film to show how McGraw-Hill can help advertisers and agencies solve marketing and selling problems. It summarizes a few of the many aids such as sales and market data, research surveys, economic reports and printed material available from McGraw-Hill sales representatives. Time: 9 minutes.

Smitty Steps Up - A bright, animated, 16mm color movie spotlights the problems of an industrial salesman. De-

signed for use at sales meetings. Conclusion gives facts that validate the need for adequate advertising to support salesmen. Time: 12 minutes.

Research-At Your Service-The story of research at McGraw-Hill is told in this color sound slide film. It shows the important part research plays in all the facets of businesspaper publishing, and also how it can be used to check advertising effectiveness. Time: 111/2 minutes.

Ask your McGraw-Hill Representative for copies of this material . . .

What's in the Final Paycheck?

Do you pay him more if he's been there longer? Do you pay him at all if he's quitting? Ninety-eight top sales executives of Sales Management's Sales Leadership Panel describe their company policies on these and on other aspects of termination.

Nervously eying the cost of maintaining today's sales forces (a single industrial sales call averages between \$13 and \$26), more and more companies are facing the problem of how to handle terminations when a man doesn't pull his weight, or quits.

But policies vary widely among SM's Sales Leadership Panel companies, ranging from six months' pay for old-timers in some companies, down to nothing—for the man who resigns. Questions of commission or bonus further complicate the problem.

Of the 98 top sales executives who

answered queries on termination pay practices (see box on severance pay), 71 pay their salesmen salaries, with or without commission, 34 pay commissions (with or without salary), and 26 offer some form of bonus. Only 26 have written contracts with their salesmen.

"Depending on length of service," says the general sales manager of a Chicago industrial company, "we pay two weeks' or one month's salary. If it's near the end of the year and circumstances warrant, estimated bonus due is prorated and paid."

The majority of companies tell us that they offer some kind of termination pay based on length of service, although some draw a strong distinction between men who quit and men they release for reasons other than dishonesty.

"If the salesman quits he gets zero," reports Park Q. Wray, Jr., sales manager, National Seal Division, Federal-Mogul-Bower Bearings, Inc., of Detroit. "If he's released he gets two weeks' notice plus separation pay that varies from two weeks' salary for men employed less

Bidding Financial Farewells

Of the 98 companies who told us how they handle severance pay arrangements:

SALARY

- 25 have a sliding scale of salary payments depending on length of service. This ranges from a half-week to full week's salary for each year with the company. Most pay one or two weeks' salary for one year's employment, up to three months' salary for a real old-timer.
- 15 companies offer straight two weeks' pay to all out-going salesmen; another 15 give no termination pay when a salesman resigns.
- 10 companies give only accrued vacation pay.
- 8 companies prorate bonuses at time of de-
- 7 companies say they have no set policy on terminations; it varies with individuals.
- 5 companies give accrued vacation pay plus two weeks' salary or notice.
- 4 companies say their men forfeit bonuses if they leave before the end of the year.
- 3 companies hand out two weeks' notice, no severance pay.

 1 company says termination is covered by its profit-sharing plan.

COMMISSIONS

- 19 pay commissions to day of departure.
- 9 pay commissions to the end of the month or for 30 days after termination.
- 3 pay commission to date of departure on billed or delivered orders, only.
- 3 pay commissions at end of the fiscal year.
- 3 pay commissions after termination if the man influenced the sale.
- 2 pay commissions up to a mutually agreed-upon date.
- 1 pays commission when the accounts pay in full.
- 1 holds up the commission check for 120 days against cancellations.
- 1 pays one-half commission for 60 days following termination.

than two years, to six months' salary for 30-year veterans with the company." Federal-Mogul-Bower has another unusual twist to its farewell financing, according to Wray: "If he had attained age 40 and had at least ten years' seniority, he gets 50% additional basic separation pay. If 50 years old with 15 years' service, he gets an additional 100%.'

"Termination or severance pay is not part of policy," says C. V. Gregory, general sales manager, Reliance Electric and Engineering Co., Cleveland. Whether he quits or is released, says Gregory, "The salesman is paid for any vacation accrued and not taken, plus salary and bonus earned to date of termination."

Many companies report that they have no set policy on termination. Typical is this comment from Bob Paulson, marketing manager, Audio Products Div., Ampex Corp., Redwood City, Cal.: "Termination varies with the individual and the circumstances surrounding his departure. Our turnover is quite low. We are prone to be lenient and generous in such matters.

Problems of commission payments are more complicated, what with unbilled, undelivered orders, or sales for which the departing man laid important groundwork.

"Commissions are paid on all business billed to day of actual departure," says Samuel J. Hough, general sales manager, Skil Corp., Chicago. "Commissions are paid to his successor on sold, but not previously billed orders. This policy would have worked to his advantage when he started," Hough points out.

One company whose contract with salesmen spells out the termination commission arrangement is The Fov Paint Co., Inc., Cincinnati. Says Sales Manager Robert T. Foy: "If commissions are earned at the time of termination, they are not paid until the normal date at the end of the fiscal year. Commission account is closed, however, on the date of

termination."

At American Photocopy Equipment Co., Chicago, the final commission check is held for 120 days "to balance out cancellations, etc.," Western Div. Manager Roger Rush tells us. "We pay commission on all business sold, and partial commission on machines requiring installation by another salesman."

▶ One company which goes beyond termination date is Federal Glass Co., Columbus. Ohio. "We pay a straightcommission salesman full commission on all orders on the books which he has worked for, even if shipment is not effected until 30 to 60 days after termination date," says G. H. Kuse, v-p sales at Federal.

Peerless Pump Div., Food Ma-chinery and Chemical Corp., Los Angeles, spells out commission payments in salesmen's contracts. "When he starts he inherits backlog," says General Sales Manager E. W. Lundy. "When he terminates, he gives up backlog. He signs an agreement to this effect when he enters."

In the face of staggering training costs to replace outgoing men, what are companies doing (see box on exit interviews, p. 70) to reduce turnover? Do they hold termination interviews as a matter of routine practice? Do they learn anything from them? Has the information led to any constructive action?

"We'd like to conduct such an interview," says Charles R. Young, sales personnel manager, R. T. French Co., Rochester, N.Y., manufacturer of mustard and spices, "but it's impractical in a national, 300-man sales staff. No point in having our district or division managers conduct them because supervisory or selection error would be camouflaged. And I suspect poor supervision or selection

NEW ENGLAND LEADS THE NATION of all U. S. regions

Per Household

FIRST In Effective Buying Income

> FIRST In Retail Sales

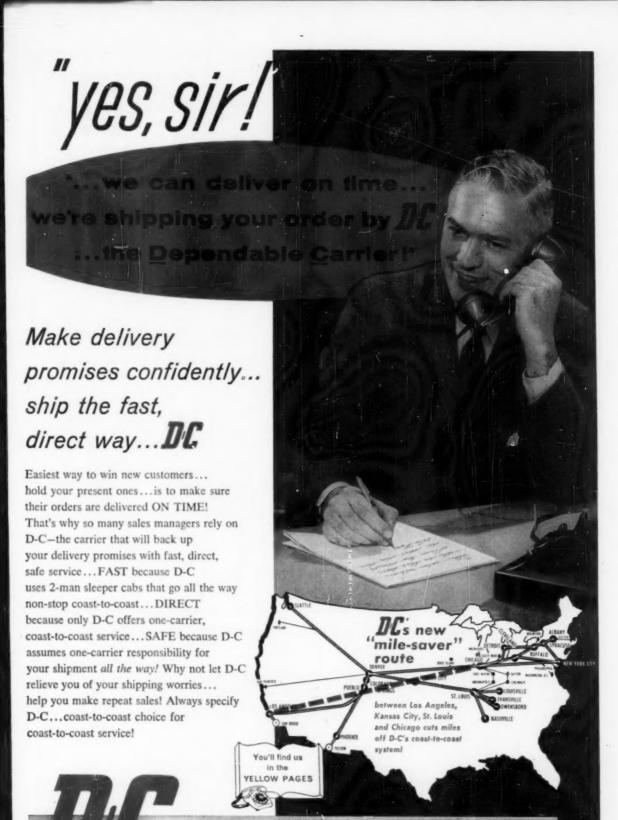
FIRST In Food Sales

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- 50% of the Total Retail Sales



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JOURNAL

would be the true reason behind most terminations." French's turnover rate is 14%, about the same as it was five years ago.

A regular user of the termination interview is Eaton Laboratories Div., Norwich Pharmacal Co., Norwich, N.Y., with a 9% turnover rate, down 60% from that of five years ago. Sales Manager Frank M. Ault tells us that as a result of these interviews, "We have established an income protection program for men whose territories are cut, increased our salary scale, improved our selection and training, and improved our expense plan."

At Sherwin-Williams Co., Cleveland, V-P Arthur H. Burt reports that as a result of termination interviews, salesmen "sometimes get a different version of opportunities, causing them to change their decision about leaving." S-W's salesman turnover rate is 14%, about the same as in 1955.

Signode Steel Strapping Co., Chicago, which maintains a low 5% turnover rate, doesn't conduct exit interviews as a routine, says M. C. Carlson, asst. v-p and general sales manager. "But we almost always do if it's a man we especially want to keep." Signode has a written contract with its salesmen which, says Carlson, is "not really a legal contract, but a description of assignment, etc. He is asked to sign to indicate his understanding."

One company which conducts farewell interviews but hasn't altered any established policies as a result, is Solar Aircraft, San Diego, Cal. Says Lynn D. Richardson, v-p, sales, "The interviews usually indicate that the salesman had a poor or 'not clear' impression of where he fit and what his opportunities were." ◆

What You Can Learn from Exit Interviews

Seventy-five companies report that they hold termination interviews as a matter of routine practice. Did they learn anything which caused them to alter any established policies in order to cut down sales manpower turnover?

Only 17 did. Here's the action they've taken as a result of what they learned in these interviews:

- Changed commission arrangements.
- Changed territory assignments.
- Changed quotas.
- Established income protection program for men whose territories are cut.
- Increased salary scale.
- Improved expense plans.
- Improved selection and training.
- Are working more closely with men in the field.
- Make travel requirements clear to new applicants and their families.
- Discovered supervisory shortcomings about which remedial action could be taken.
- Set up closer communication with home office.
- Realized need to use more care placing certain men with certain supervisors.

This Year's "Survey" to Be Published July 10

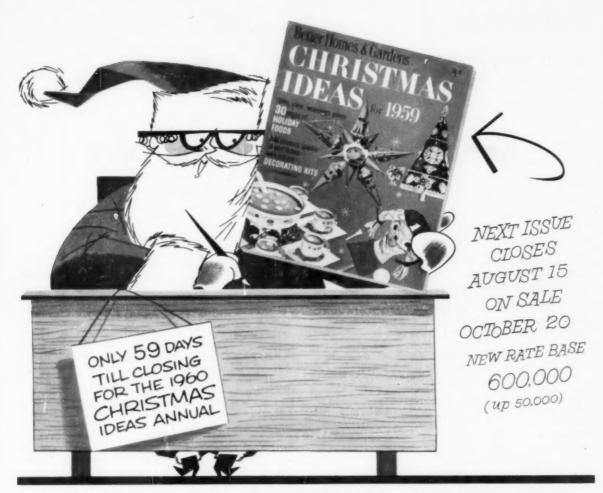
To the world of marketing, May 10 has become almost as outstanding on the calendar as July 4 is for all citizens. The date is almost as well known as the issue for which it stands—Sales Management's Survey of Buying Power.

This year the issue date will be July 10.

The May 10 date could have been maintained, with a further up-dating of our estimates, but it would have meant continuing the use of the 1954 Census of Retail Sales as the benchmark. Last year the Government made a business census for the year 1958, but final revised returns have been delayed by Washington.

The editors believe that subscribers would rather wait another two months and get retail sales estimates for 1959 projected from the new 1958 base than have us work from the 1954 base; and so July 10 has been selected as the issue date.

The Editors
Sales Management



How to reach 600,000 families when they're full of the get-ready-for-Christmas Spirit...

Christmas Ideas readers—600,000 of the nation's most spirited families—are the most eager and buy-minded holiday audience you can reach. Why? Christmas Ideas sparks them with page after page of specific ideas—new ways to decorate at home, club or church, new suggestions for

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THE 10 BIGGEST MISTAKES EXECUTIVES MAKE

Keeping the Staff in the Dark

By DON H. SCOTT

Don Scott Associates

Want to conduct an experiment? Place a couple of spies among your salesmen, then let it leak out that you are planning organization changes. If you tabulate the rumors your spies pick up, you will find at least two salesmen will start looking for other jobs. If you've several managers working for you as well as salesmen, and you try the same experiment with them, you had better look for one yourself.

If this mistake isn't the greatest one of all, it certainly is as costly as any. What is puzzling is that most managers overlook it, even though they readily admit it is a first class trouble-maker.

In most companies there is good reason to believe that managers and personnel are in the same business for a common cause and that what is really good for one is beneficial to the other. If the company prospers, doesn't everyone stand a better chance for improvement? Don't everyone, at all levels, determine a company's success? Therefore, why isn't more harmony found between management and personnel? Often, they seem to be competing to see which will get the best of the other.

▶ Most friction can be blamed upon lack of understanding. After all, if you were working for a man who you knew had your best interest at heart, would you not tend to be considerate of him as well? Would you not be more tolerant of his mistakes?

You may say that this, of course, is basic. Well, if it is, then why don't managers pay more attention to the human relations and communications side of their job? Could it be we know so well what we are trying to accomplish, and why, that we fail to consider how it could look from the other side when the staff doesn't have all the facts. Here's a typical example. A true one, by the way, with names changed to protect the very guilty:

George Early is a sales manager with twelve salesmen working for him. He has been busying himself with the compilation and development of data on markets, competitive sales activities, customer situations, better ways of reporting sales activities (easier on the salesmen), and remuneration improvements (to the benefit of his men). As a result of this activity, he sees very little of the men over a period of three months. He is rushed because he is trying to get the material ready for the annual sales meeting where it will be explained to the salesmen. Of course, everyone knows George is working on something. Already it is common knowledge that considerable standardization of procedures is about to take place.

George's compilation of data grows daily; and as it grows, salesmen coming into the office see the awesome

pile of paper work. Rumors spread. George is already known to be quite an organizer and word has it that individuality and creativity is about to be taken out of the salesmen's jobs. And already a great many reports must be filled out by the salesmen—which takes their time off the job. With this new load coming up, how will there be any time left for selling? Or, will they have to give up even more of their week ends?

As meeting-time approaches, rumors grow. Who does this guy think I am anyway? Suppose I can't do this work—is it a way of measuring my ability? Will I be replaced if this makes me look bad? I've been around this place for 20 years now and if this younger guy thinks he's going to pin me down with this kind of stuff, I know where I can go. Here's what happened next:

Two salesmen managed to get a word or two in about their worries, at company functions. The vice president became aware of the upset and got upset himself. After all, it would cost the company at least \$25,000 for every one of the salesmen that left. He went to George's boss, Jim Watson, and instructed him to look into the matter and stop George completely if necessary.

Then one salesman did resign to take another position. The salesman himself didn't blame this one on George but everyone else did. And so it went.

▶ The furor increased until a week before the meeting when Jim called George in and asked him what the exact nature and objective of all this work was. He did not tell George that everyone was upset. George explained that it was merely the very thing that the salesmen had been screaming for for the last ten years. It was information that they would not have to dig up themselves. It was simplified reports that would replace the cumbersome, time-consuming system they were working with. It would help to increase their effectiveness against competition. It should add considerable extra earnings to each salesman's income and certainly make each more secure.

Jim quickly accepted this and decided to do nothing until the meeting, when the whole thing could be explained. Meanwhile, he sat with two salesmen on the train who let it be known that each man on the force was ready to give up his job and look for something else. Fortunately, Jim accepted this as an exaggeration and told the men to calm down until they got their facts at the meeting.

Jim then called George in again and explained the attitudes to him. It all came as a big shock to George. With all the complaining and criticism, everyone had avoided telling George, which is just about par for the course. He



was now ready to quit himself. All the good work he had slaved to prepare not only wasn't helping him, it was a mark against him. Jim, however, looked at the matter objectively and told George that it was by no means too late to get morale back to what it should be.

They spent a good bit of time in the next few days working together on the project of presenting the information to the salesmen. They then did what George should have done in the first place. They worked out all the ways in which this information would assist the salesmen, and developed a presentation from the salesmen's point of view. They explained that the whole system was merely management's way of performing a real service for the boys in the field so that more time could be spent selling and less doing paper work. They explained that they had been considerably worried about the amount of time the salesmen had had to give up to get their reports in, and that the new system was worked up to give them more free time at home. They then tabulated all the requests for assistance that they had received from salesmen in the past few years and showed how this work would meet those requests.

▶ Of course, it all worked out very well. With this understanding the salesmen not only accepted the new system but lauded George for his fine work. It doesn't always work out so well. The point is that if the two procedures in our example, action and communication, were reversed, all the torment would have been avoided. The day you read this there will be much worrying and loss of production throughout industry simply because management failed to communicate before a course of action.

Managers take a pretty rough beating from the grapevine as it is, without creating their own difficulties.

Listen to this luncheon conversation between two middle managers:

"Did you meet that new man in the office yet, Pete?"
"You mean the tall guy with wavy hair?"

"Yeah, he came in the other morning and introduced himself and asked for our quarterly report. He didn't say what his job was and I was hesitant to ask him. Do you suppose he's going to replace John Bartlett?"

"What makes you think that?"

"I didn't say I thought he would. Pete. I was just wondering. After all, John is the first one interested in the quarterly and he is being promoted."

"Well, if this guy does replace Bartlett, I'll leave. That's the job I've been waiting for and I can do it better than anyone else. When they start bringing in people from the outside I guess you can see where the opportunity isn't." Can you picture the kind of afternoon Pete will spend? Until this one is straightened out, Pete is not going to be much good to the company. New faces without explanations are always a threat around the place.

Or another example: Mike Thornton, salesman, is a top-notch earner. He handles a large territory very well and as a result his work has caught the eye of competitive companies. One of them approaches Mike with a good offer. Mike isn't too interested but he plays it smart. He says that it is something he will have to think about and answer later. Meanwhile, his boss is promoted and another salesman is put in the job. Mike rightfully thought he should have had it. He is tremendously upset and takes the other company offer. What he never found out was that he was being held for an even better job which would have materialized within the month. What his company never found out was that they could have saved Mike with more attention to communication. Everyone lost except the competition.

Management has a constant selling job to do. Many managers will discard this article as being too basic to worry about. They may order reprints for their less educated managers to read and heed. There will be few, however, who will not violate the principle in the very near future, and at great cost.

The idea of constant communication is basic and simple. It requires more than understanding, however. It requires the development of very strict disciplines without which any manager is bound to make mistakes. In the work of training, we often get to know many of the people in an organization, at all levels. We see situations from both sides. It never ceases to amaze me how the most obvious lack of communication evades the attention of top managers.

A typical example is the sales manager who has spent a good deal of his life selling customers but who isn't aware that he now has just as big a selling job to do with his own men. (continued on next page)

NEXT ISSUE

Mistake No. 9

"Hiring or Keeping the Wrong People"



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Now he is faced with the biggest selling job he's ever had (and the most important), and he violates every principle he's spent a lifetime learning. He tells instead of selling. He dictates instead of investigating. He sits in his chair and expects information to come to him. He never got his market information this way, why does he think it is going to be any different now? He forgets he is still dealing with people.

In selling customers, he had been able to tell when they accepted his proposition because they paid money. Now he has no sure way of telling whether the men buy or not because the decision is often not voiced. He may be getting about 20% of the production he could get because he is not getting through to his personnel and he still doesn't see the parallel between his present selling job and the job he had before it.

Instead of thinking in terms of communication, it might be easier for the sales manager to think of his salesmen as customers and his sales force as his market. If he uses the same tactics with them that he used on his previous customers, he won't have to worry about the new study of communications. Good communication is nothing more than good selling. ●

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Reprints of each of these articles on "The 10 Biggest Mistakes Executives Make" will be available shortly after they appear. Please identify the specific articles you desire, as: "The 10 Biggest Mistakes Executives Make," followed by the titles and numbers of the articles you wish. Price: 20 cents. Write to: Readers' Service Bureau, Sales Management, 630 Third Ave., New York 17, N. Y. Enclose remittance.



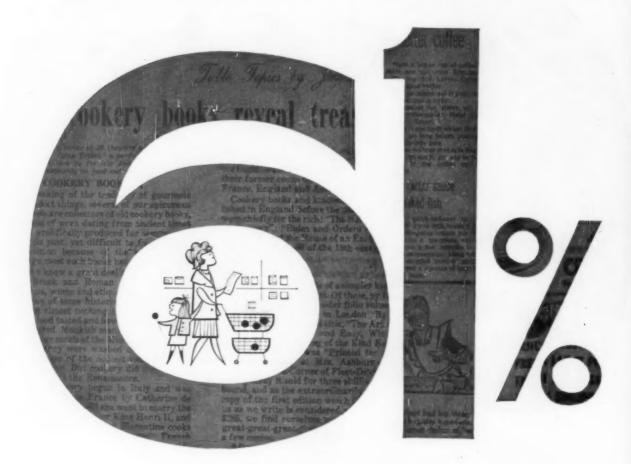
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What Are You Doing About Estate Planning?

It's too easy to plan To Plan tomorrow; today's dollars just about cover the roof over your head and the life you've fallen into. But the bills will sneak upwards as your income does, and you won't find any future bonanza—unless you set it up today.

By ALLAN J. PARKER Attorney

What's the single most important responsibility of a sales executive? That's a hard one—but "planning" certainly ranks high on the list. You spend your time planning for others—your company, your products, and your salesmen. What about some time in planning for yourself—your children's education, your retirement years, protection for your family? This is the new and developing field of estate planning. It draws on the skills of the attorney, the insurance underwriter, and, frequently, an accountant, trust officer, or investment counselor.

Let's take for our example the vice president of sales of a medium-size textile manufacturing corporation whom we'll call Larry Carl, age 44, with taxable income, practically all from salary, of \$22,000 per year. His most important assets are his wife, Mary, and four lovely daughters, ages 4, 6, 8 and 12. Taking the assets that can be valued, Larry, like most of us, has what might be called two estates:

the realized estate and the potential estate. There is frequently a big difference between them, but they both need planning.

On the dollars and cents balance sheet, Larry's realized estate might quickly be summed up as follows:

- 1. A two-year-old ranch home, valued at \$45,000, less a \$25,000 mortgage.
- A shiny new car (cost \$3,500) with the usual \$25,000/\$50,000 liability insurance coverage.
- 3. Household furnishings which, if bought new, probably would cost \$10,000 to replace, including some \$500 worth of Hi-Fi equipment. But if they had to be sold under the auctioneer's hammer in settling an estate, in cash, they would bring only a small fraction of that amount.
- A \$10,000 ordinary life insurance policy with cash value now of about \$1,000; \$20,000 of term insur-

ance and \$10,000 of term G.I. insurance.

5. Mutual funds of \$3,000. Cash in savings bank: \$1,000. Cash in checking account—depends on how close to pay day you look at this one.

What about the potential estate? Larry and Mary do not look for any significant inheritances from either family. However, Larry's company adds quite a little to this potential estate as follows:

- Group insurance equal to one year's salary. If Larry should leave his job, this could be converted to ordinary life at a fairly stiff premium.
- 2. A pension plan installed just a few years ago. It currently figures to pay Larry \$450-a-month retirement income for life at age 65. There is no vesting of benefits. If Larry leaves his job, this pension stays behind. The company does not yet have a profit-sharing plan.
- 3. And the Government builds a floor under all this, of course, in the form of Social Security benefits. Never forget these. For millions, of course, this is the only "estate" ever accumulated. The Government will pay to Larry and Mary, tax free, up to \$190 a month for joint life after both are 65. It will pay approximately \$105 a month to Mary for the rest of her life and an increasing amount up to approximately \$254 per month to the family in the event of Larry's death, while the children are under 18. And by the time Larry retires, these benefits may have been increased.
- ▶ But the most important asset of Larry's potential estate is his judgment, knowledge, contacts, and education, because in salary and position Larry doesn't feel he has at all reached the end of the road. Capitalized at 4%, his potential earning power over the balance of his career is worth well over half a million dollars. And that, as Aristotle observed to Plato, "ain't hay." To date then, Larry's realized estate is good; his potential estate is better. But before we can talk about a plan, we have to have some objective. Larry states his as follows:

"I'd like to see my children through school. That's terribly important these days, I think. I'd like to have some security for Mary and me when I have to retire at 65. If there's anything left, I'd like to pass something on to the children to make life a little easier for them; but I'm not looking to found a dynasty."

Given these facts, suppose we turn loose an expert estate-planning team an investment counselor, an attorney, and an insurance underwriter. What plan would they devise for Larry and Mary?

Their first emphasis would probably be on protecting the large potential estate from the one single disaster that could destroy it—Larry's death or disability. Thus, the core of their estate planning must start with life insurance with disability features. Sure, there is insurance there, and Mary and the girls wouldn't actually starve if Larry were carried off by a coronary. But they wouldn't live in a house with a \$25,000-mortgage, and college plans might have to be pretty drastically curtailed.

Insurance, including current group insurance, would supply an income, including Social Security, of a lot less than half of Larry's current take-home pay. And this figure doesn't consider what is sometimes called the "blackout" period in Social Security coverage. That is, when a widowed mother no longer has children under 18 in her care, not only do the children's Social Security benefits stop, her's stop, too. Thus, from the age of, say, 50 (when the youngest child may reach 18), until 62, when she may return to the Social Security benefits roll if she has not remarried, Mary is totally unprotected by Social Security. Maybe, of course, she can go to work-but at the age of 50, with limited experience, what kind of job, realistically, could she hold?

The life insurance industry offers an ever widening range of policies for various needs. They can't all be discussed here, of course. Very briefly, however, the life insurance policies ordinarily available are divided into two broad categories: term insurance and permanent insurance.

Term insurance is pure protectionlike fire insurance: If your house burns down, the insurance pays you the value of the house. If it doesn't burn down, your premiums have simply been used to pay the losses of those persons whose houses did burn down, plus the overhead costs of the insurance plans. There is no return to you. Term insurance protection runs for a specific time-five, ten, twenty years, or longer. But at the end of that time, if there is no loss of life; the contract ends. On the other hand, if death does occur, this policy pays its full face value in the same way as the most expensive endowment insurance pol-

One popular form of term insurance is a "family-income" rider to an ordinary life policy. Here the amount of term insurance in force decreases every year, on the ground that the children are every year that much closer to being self-supporting. Term insurance sometimes can be renewed, but only at a higher cost; and often may be converted to permanent insurance—again by paying a higher premium.

▶ Ordinary life insurance is the best known example of permanent, as opposed to term, insurance. It combines with the element of pure pretection an element of saving. Cash reserves build up to your credit with the company-something like money in the savings bank. This reserve can provide a college education fund or eventually a retirement fund. Of course permanent insurance, savings plus protection, costs more, at least in the short run, than pure term insurance protection. However, a large part of the difference in costs might be viewed not so much as expense as a form of enforced savings. And from a tax standpoint, life insurance has some other advantages. Increments in value in an ordinary life insurance policy are not subject to tax the way in which interest on a savings bank account is.

Larry asks a question: "If I want more insurance protection, couldn't I buy the lower-cost term protection and handle my own savings through the stock market, which gives me a much better play with inflation?" A shrewd

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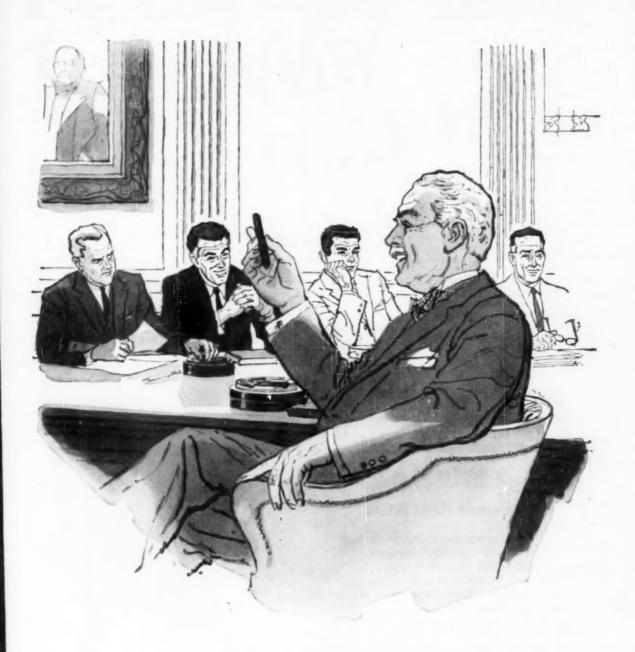
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observation—and in theory he could do exactly that. But Larry's insurance advisor makes one point, "As so many men have learned, it's disarmingly easy to skip a 'regular' monthly deposit at the savings bank 'just this once.' Even monthly investment plans on the stock exchange suffer from a large number of investors who skip payments. Somehow, though, an insurance premium is looked upon as a 'bill,' and it gets paid."

At any rate, some form of regular savings is the next important point in Larry's estate plans, if he is going to meet the single biggest potential need in his estate plans—close to \$50,000 in college education costs.

▶ Any savings program outside of insurance might well take the form of equities, suggests the investment counselor on the team. Larry is saving for long-term objectives and wants a hedge against inflation, and growth for his savings. Dividends, on mutual funds or stocks, of course, are taxable. But Larry's attorney might suggest that he look into a custodian arrangement. Under this plan, securities would be transferred to Mary, or even to himself, as "custodian" for his daughters.

The tax advantage is a big one-

the dividends and capital gains on such securities are taxed to his daughters, who can receive about \$750 a year without paying any taxes at all. (Larry is in a 38% tax bracket.) And it will be a long while before Larry accumulates stocks paying \$3,000 a year in income. Thus dividends accumulate in the girls' hands nearly twice as fast. There is a disadvantage, of course: If Larry and Mary need this money for any reason, they're legally prohibited from touching it. It isn't theirs but their daughters'.

There's an enormous tax benefit in Larry's pension plan, too. Every dollar that goes into Larry's account under the plan is untaxed, and the plan itself does not pay any taxes on dividends or interest which are earned by the fund.

Before we finish the subject of insurance, there is one serious flaw to be corrected in the Carls' existing plan, and that is the liability insurance on his automobile. A large part of Larry's existing and potential estate could be destroyed if, for any reason, he is found to be guilty of negligence in operating his car and someone is badly hurt. A \$25,000/\$50,000 automobile liability insurance policy would prove woefully inadequate in

these days when inflation has hit as hard in the jury room as it has in the grocery store. Increasing automobile insurance protection to a more realistic figure of say \$100,000/\$300,000 would cost Larry a relatively small sum per year. . . . It's well worth it.

Finally, the lawyer-member of the estate-planning team will ask to see Larry's and Mary's will. If you die without a will (intestate is the lawyer's word), the law simply distributes your property in the way most people presumably would choose — not necessarily what you really want. While this law varies somewhat from state to state, a typical provision gives one-third of the estate to a surviving husband or wife, if any, and two-thirds to children, equally.

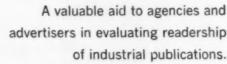
Although a will cannot add new dollar values to the protection of Larry's family, it can go a long way toward preserving the values already existing-including insurance values—from being frittered away in court costs and guardians' fees. And although it is not effective until death, a will is also a lifetime instrument that should not be permitted to get out of date. It should be reviewed in the light of any changes in financial or family circumstances, and, in all events, at least every five years. •



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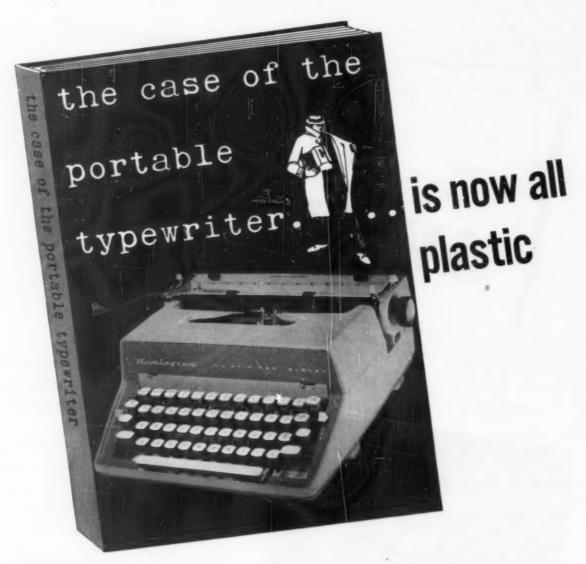
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- Must a co-op deal be usable by customers of all types and sizes?
- May a seller restrict a plan to customers buying a certain minimum?

- May a seller refuse co-op to customers who advertise cut-rate prices?
- Must the seller check customers' use of co-op payments?
- May a co-op plan be limited geographically?
- Is an "abuse" okay if everybody does it?
- Can customers be found guilty of co-op abuses?

HESE TICKLISH, timeless questions and many others dealing with promotional allowances given by sellers to customers now get some straight, pointed answers from the Federal Trade Commission.

Behind the recent issuance of a new FTC "Guide" on promotional allowances is a drive to encourage wider understanding by marketers of the laws prohibiting the granting and receiving of illegal promotional allowances for advertising and special services (specifically, sections 2(d) and 2(e) of the Robinson-Patman Act).

The FTC has not passed a new law; it hasn't issued new rules. But it has drawn up a down-to-earth, nontechnical explanation of what the marketer generally can and cannot do in the vast, controversial area of promotional allowances.

The Commission is to be commended on two counts—first, for even attempting to clarify what's right and wrong in the great grey area of co-op allowances; and second, for doing it so clearly, concisely and thoroughly

And sales executives are to be warned on two counts—first, if they cross the guidelines now laid down by the FTC, they do so at their own risk; and second, the Commission declares that it intends to continue its present tough enforcement policy.

If anything, the FTC will step up its policing of promotional allowances, for the issuance of a Guide is usually followed by stern enforcement action. While the 16 points in the Guide are designed to be both practical and understandable, there are several things they are not meant to do. Says the FTC: "They are not meant to cover every situation. . . . They are not meant to tell how to skirt illegality. . . . They are not a substitute for sound legal advice. . . . They do not offer either new interpretations of law, or change or amend the laws as determined by the Commission or the Courts."

For the marketer with a big legal department, the Guide probably holds few surprises. But it can provide salesmen with a black-and-white answer to illegal customer demands; and it may make the small retailer a more knowledgeable observer of his bigger competitors' practices. Copies of the Guide are available from the FTC, Washington 25, D.C.

New FTC Guide On Co-op Practices . . .

 presented in its entirety on the following pages, with a commentary by the editors of Sales Management.



New FTC Guide on Co-op Practices

- 1. When does the law apply? Sections 2(d) and (e) apply to a seller of products in interstate commerce, if he either (a) pays for services or facilities furnished by his customers in connection with the distribution of his products [Section 2(d)], or (b) furnishes such services or facilities to his customers [Section 2(e)].
- 2. Who is a seller? "Seller" includes anyone who sells products for resale, with or without further processing. Selling corn syrup to a candy manufacturer is an example of a sale for resale with processing.
- 3. Who is a customer? A "customer" is someone who buys directly from the seller or his agent or broker. Sometimes someone who buys from the customer may have such a relationship with the seller that the law also makes him a customer of the seller. In these Guides, the word "customer" which is used in Section 2(d) of the law includes "purchaser" which is used in Section 2(e).
- 4. What is interstate commerce? This is something that whole law books have been written about; you cannot define it in a few words. Legal decisions tend to interpret the term quite broadly. If there is any part of a business which is not wholly within one state (for example, sales or deliveries of products, their subsequent distribution or purchases or deliveries of supplies or raw materials), the business may be subject to the Robinson-Patman Act. Sales in the District of Columbia are also covered by the law.
- 5. What are services or facilities? This term has not been exactly defined by the statute or in decisions. The following are merely examples the law also covers other services and facilities.
- (a) The following have been held to be services or facilities covered by the law where the seller has paid the buyer for furnishing them: any kind of advertising; handbills; window and floor displays; special sales or promotional efforts for which "push money" is paid to clerks, salesmen, and other employees of the customers; demonstrators and demonstrations; collecting of orders from individual stores; furnishing complete distribution of seller's line.
- (b) Here are some examples that have been held to be services or facilities covered by the law when the seller furnished them to a customer: any kind of advertising, catalogs, demonstrators, display and storage cabinets, display materials, special packaging or package sizes, warehouse facilities, accepting returns for credit, prizes or merchandise for conducting promotional contests.

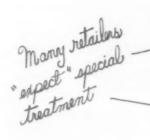
In these Guides, the term "services" is often used as short for "services and facilities."

6. Need for a plan. If a seller makes payments or furnishes services that come under these sections, he must do it under a plan that meets several requirements. Although this plan need not be written or formal, this may be advisable, particularly if there are many competing customers to be considered or if the plan is at all complex.

Briefly, the requirements are:

- (a) The payments or services under the plan must be available on a proportionally equal basis to all competing customers. (See paragraph 7.)
- (b) The seller should take some action to inform all of his customers who compete with any participating customer that the promotion is available. (See paragraph 8.)
- (c) The plan must either allow all types of competing customers to participate or provide some other means of participation for those who cannot use the basic plan. (See paragraph 9.)
- (d) The seller and customer should have a clear understanding about the exact terms of the offer and the conditions upon which payments will be made for services and facilities furnished. (See paragraph 10.) (continued on page 86)





84



THE YOUNG MARRIEDS

Your buyers-our readers

More young marrieds (18-34) read TV GUIDE than any other magazine. That's a major finding of the 1960 Starch Consumer Magazine Report. The figures:

TV GUIDE	8															4 637 602
Reader's																
Life																
Look																
Saturday																
Saturday	Evening	- 1	*O8	ıτ		 		-								. 2,815,437

Leading national advertisers now profiting by TV Guide's strength among young marrieds include Oldsmobile, Coca-Cola, Swanson, Plymouth, Listerine, Mohawk Carpets and Valiant.



Best-selling weekly magazine in America . . . circulation over 7,250,000

Co-op Guide

"overlook" this

not too prevalent these days, but still done by innocents

make it in writing

Key words here:
"usable and
proportional"

a lot of companies -

- (e) The seller must take reasonable precautions to see that the services are actually furnished and also that he is not overpaying for them. (See paragraph 11.)
- 7. Proportionally equal terms. The payment or services under the plan must be made available to competing customers on proportionally equal terms. This means that payments or services must be proportionalized on some basis that is fair to all customers who compete. No single way to proportionalize is prescribed by law. Any method that treats competing customers on proportionally equal terms may be used. Generally, this can best be done by basing the payments made or the services furnished on the dollar volume or on the quantity of goods purchased during a specified time.

Example: A seller may properly offer to pay a specified part (say 50%) of the cost of local newspaper advertising up to an amount equal to a set percentage (such as 5%) of the dollar volume of purchases during a specified time.

Example: A seller may properly place in reserve a specified amount of money for each unit purchased, and use it to reimburse customers for newspaper advertising when they prove they have advertised.

Example: A seller may not select one or a few customers to receive special allowances to promote his product, because of their special reputation, without making those allowances available on proportionally equal terms to other customers who compete with them.

Example: A seller's plan may not provide an allowance on a basis that has rates graduated with the amount of goods purchased, as, for instance, 1% of the first \$1,000 purchases per month, 2% of second \$1,000 per month, and 3% of all over that.

- 8. Seller's duty to inform. The seller should take some action to inform all his customers competing with any participating customer that the plan is available. He can do this by any means he chooses, including letter, telegram, notice on invoices, salesmen, brokers, etc. However, if a seller wants to be able to show later that he did make an offer to a certain customer, he is in a better position to do so if he made it in writing.
- 9. Covering all competing customers. The plan must allow all types of competing customers to participate. It must not be tailored to satisfy the needs of a favored customer or class, but must be suitable and usable under reasonable terms by all competing customers. This may require offering all customers more than one way to participate in the plan. The seller cannot either expressly, or by the way the plan operates, eliminate some competing customers. Where the seller has alternative promotional plans, his customers must be given the opportunity to choose among the plans.

Example: S offers a plan for cooperative advertising on radio, television or in a newspaper. Some of his customers who compete with those who receive the allowance are too small to use the offer. He must offer them some usable and proportional alternative, such as advertising in a neighborhood paper, handbills, etc. (See Guide 7.)

Example: The seller's plan provides for furnishing demonstrators to large department store customers. He must provide usable alternatives to his customers who run other types of stores and compete with these customers but cannot use demonstrators. The alternatives might be services of equivalent value that the competing customers could use, or payments of like value for advertising or displays furnished by the customers. (See, also, Guide 7.)

Example: A seller of appliances makes his plan available only to those customers purchasing at least some minimum number (such as eight) of his appliances in a single order or a stated period. If this requirement is beyond the reach of some customers competing with those participating in the promotion, it may be illegal.

Example: A seller should not refuse advertising allowances to those who advertise the seller's products at prices below a given figure, where this may be a means of fixing prices illegally.

- 10. Need to understand terms. There should be a clear understanding between the seller and each participating customer as to the exact terms of the offer and the conditions upon which payments will be made for services and facilities furnished.
 - 11. Checking customer's use of payments. The seller must take reasonable pre-

New! Brownie Flashmite Camera-has handy exposure value settings for sharp, clear color slides, blackand-white and color snapshots. Built-in flash holder, uses extra-small, low-cost AG-1 bulbs. \$14.95. Outfit, \$16.50.

New! Brownie Starmeter Camera-has sensitive electric eye that shows what

settings to make for beautiful snapshots or color slides, \$19.95. Complete outfit, \$24.95.





New! Brownie Starmite-most compact camera with built-in flash Kodak has ever offered. Uses "peanut-sized", low-cost AG-1 bulbs. \$10.50. Outfit, \$11.95.

The swing's to picture taking...

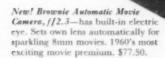
HERE'S THE KODAK 1960 CAMERA PREMIUM PARADE

Build sales, good will, with premiums that are on everybody's "most-wanted" list-Kodak cameras and outfits. The biggest parade of advertising in Kodak history will generate maximum enthusiasm for your promotion.

Name your particular premium need-consumer premiums, sales incentives, or employee awards-you'll find them all in the Kodak line, from \$4.25 to \$850. Mail coupon for details.

Prices are list, include Federal Tax, and are subject to change without notice. "Kodak" and "Brownie" are trademarks

New! Kodak Automatic 35 Camerafor a good shot every shot! Built-in electric eye automatically sets the lens. Makes 35mm color slides, color snaps, black-andwhite pictures. \$89.50.





New! Brownie 8 Movie Camera, f/2.7 -lowest price in Kodak movie history! Turn dial, aim, and shoot. \$24.50. Great companion premium, Brownie 8 Movie Projector, \$44.50.

EASTMAN KODAK COMPANY, Rochester 4, N.Y.

	MAIL COUPON TODAY	
	PANY, Premium Sales Office, Rochester 4, N. Y. s on promotion opportunities with Kodak premiums.	222-6
Name		

Co-op Guide

Will stores stop profiteering on newspaper co-op? cautions to see that the services he is paying for are furnished and also that he is not overpaying for them. Moreover, the customer must expend the value received in full solely for the purpose for which the allowances were given. If the seller knows or should know that what he pays or furnishes is not being properly used, the payments or services must be discontinued. It should be noted that payments by the seller where the customer performs no services may result in legal action against the seller under Section 2(a) of the Robinson-Patman Act and against the customer under Section 2(f) of that law. Likewise, a seller may not properly pay, nor may a customer properly receive and retain, any amount in excess of that actually used by the customer to perform the service.

12. Competing customers. The seller is required to provide in his plan only for those customers who compete in the distribution of the promoted product with the customer who is participating in the promotion. Therefore, the seller can limit the area of his promotion to that in which participating customers sell.

Example: Manufacturer A, located in Wisconsin and distributing shoes nationally, sells shoes to three retailers who sell only in Roanoke, Virginia, and compete with each other there. He has no other customers selling in Roanoke or its vicinity. If he offers his promotion to one Roanoke customer he must include all three, but can limit it to them.

Example: Manufacturer A distributes his products nationally. He may lawfully engage in a special promotional campaign in the New England states without making the same program available to customers in the remainder of the country who do not compete with New England customers.

Note: The seller must be careful here not to discriminate against customers located on the fringes but outside the area selected for the special promotion, since they may be actually competing with those participating.

13. Indirect payments. Payments by a seller through an agent or a broker or to a third person, for the benefit of a customer may violate the law.

Example: A seller may not buy advertising time from a radio station that is furnishing free radio time to certain favored customers of the seller because the customers run an in-store promotion of the seller's goods.

14. Meeting competition in good faith. A seller charged with discrimination in violation of Section 2(e) may defend his actions by showing that the services were furnished in good faith to meet an equivalent service furnished by a competitor. However, this is a very technical defense subject to important limitations. The Commission has held that the defense of meeting competition in good faith is not available to a seller charged with discrimination in violation of Section 2(d).

15. Cost justification. It is no defense to a charge of unlawful discrimination in the payment of an allowance or the furnishing of a service for a seller to show that such payment, service, or facility, could be justified through savings in the cost of manufacture, sale or delivery.

16. Customer's liability. Sections 2(d) and (e) apply only to sellers and not to customers. However, a customer who knows or has reason to know that he is receiving payment or serving granted or furnished when the seller violates Sections 2(d) or (e) that the proceeded against by the Commission under Section 5 of the Federal frade Commission Met. which prohibits unfair methods of competition.

Example: Buyer, "A" actively solicits his suppliers to purchase advertising in connection with an anniversary sale or new store opening knowing or having reason to believe that such payments are not made under the seller's regular cooperative advertising program and that they are not offered to competing customers.

Nothing contained in these Guides relieves any party subject to a Commission cease and desist order or other requirement from complying with the specific provisions of such order or requirement. The Guides do not constitute a finding in and will not affect the disposition of any formal or informal matter now pending with the Commission.

"Fringes" a ticklish situation

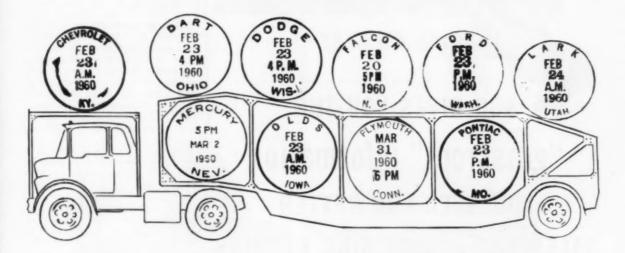
"Everybody's doing it"
is not much of a 7
defense anymore

customer now gets
singled out by 7
9 fc, too!

THE BIG CRACKDOWN

88

Thirteen 1960 models* were introduced to small towners in GRIT



And we hope to get on *more* announcement schedules this fall . . . including yours!

In fact, it's a good idea to use Grit *regularly*. Chevrolet does, and has 30.0% of the Grit market, compared with 24.4% nationally.

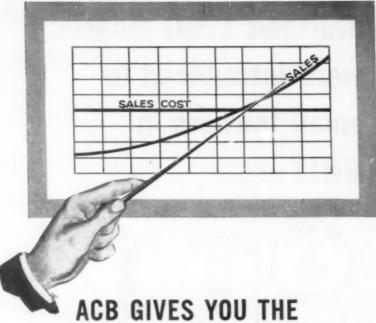
And Grit costs so little. For less than the price of one new car you can have a junior page in Grit . . . and you can get a solid schedule of 13 junior pages for the cost of one page in a mass magazine. Moreover, Grit takes your sales story just where the mass magazines are relatively weakest . . . to 16,000 small towns coast to coast.

In short, Grit has its own circle of readers . . . and if you want them to get into your car, you'd better get into their publication!

*Chevrolet, Comet, Corvair, Dart, Dodge, Falcon, Ford, Lark, Mercury, Oldamobile, Pontiac, Plymouth, Rambler



Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott, Inc., in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley, Inc., in Los Angeles and San Francisco



"grassroot" information YOU NEED FOR BETTER SALES AND ADVERTISING RESULTS

ACB Reports give facts on which decisions can be safely made

Into ACB's receiving rooms each day comes the nation's daily newspapers—their columns laden with 1½ billion dollars yearly of retailer advertising plus ½ billion dollars of national advertising.

The advertising columns are read and checked and processed into ACB Reports—each Report made strictly according to the user's own specifications! More than 1,100 progressive concerns use ACB Reports to alter or confirm their sales set-ups and advertising strategies.

As you study an ACB Report, clearfocus pictures of situations like these are framed in your mind.

... What's gone wrong with retailer support in Jensen's territory . . . Competico is really advertising in the Atlantic States . . . the price spread in Dallas seems wide . . . why are we getting "skunked" in Tacoma . . . The Emporium in Macon is doing a standout job with our mats . . . our new man isn't bad according to this Report . . .

Wherever a product is sold through retail stores, there is a need for ACB Research Reports. Kroehler Co., world's largest maker of furniture, a user of ACB Reports for more than 15 years, says: "ACB service has been extremely valuable to us as a means for increasing the amount of daily newspaper advertising run by our dealers mentioning our brand name."

Send for Big Free Catalog

ACB will mail you its big catalog describing its 14 different services and cost of same. It's a 48-page book that should be in every sales and advertising department. In addition it contains a directory of all daily newspapers plus the U. S. Trade Census breakdown of 1,769,540 retail establishments! Send for it—it's free!

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

353 Park Ave. South • New York 10 18 S. Michigan Ave. • Chicago 3 20 South Third St. • Columbus 15 161 Jefferson Ave. • Memphis 3 51 First St. • San Francisco 5

> ADVERTISING CHECKING BUREAU INC.

The Salesman In Our Culture

The salesman is an American invention-invented out of necessity for the ever-expanding frontier which kept beckoning whole new markets. The frontier needed pioneers to traverse it and thus the drummer, who had no small part in settling the West. But now the salesman has lost his pioneering role. Once he had the privilege of independence; he saw the grazing bison and traveled with a burro through the great red canyons and defended the beleaguered wagon train and dealt with all the appurtenances of civilization-needles, thread and combs. Instead of his old independence he has to comfort himself with a title like "Sales Representative" or "Merchandising Manager." His big adventure now is the cocktail party where he hopes to clinch the big order.

This makes him even more of a pale human abstraction because he must agree with his prospective client everlastingly....

▶ How many salesmen on their way home after a party have snarled at their wives, "Why did you have to talk politics in front of A. K.? Why did you have to open your big mouth about Nixon? And why, in heaven's name, did you have to express yourself to Mrs. A. K. about 'Dr. Zhivago?'"

But there are some salesmen who have found a way out, who are once again pioneering. They are pioneering in-HUMANISM, and "the customer is always right," too. When a customer savs he doesn't like Catholics or Jews or Negroes or Puerto Ricans or Republicans or Democrats, this salesman still saves the sale by smiling and changing the subject. He saves that one extra good argument about his product for just such a momentary emergency. When the salesman follows this procedure a second time, the customer himself begins to get the point. Not only does this salesman keep the business, but eventually his customer begins to envy him - as a man of substance, personality, and wisdom.

This piece was first written, edited, set in type and published by Harry Golden in his bimonthly newspaper, The Carolina Israelite. Mr. Golden is also a syndicated columnist and author of two books, "Only in America" and "For 2c Plain," both of which are currently on the best-seller lists.

This new
National
Yellow Pages
Service
lets us buy
any combination
of local markets —
with just
one contract!

TELL ME MORE !





Media Man: Well, it's a completely new advertising service.

ACCT. SUPV. What's so new about it?

Media Man: Cuts all the red tape. Now we can place selling advertising in over 4,000 Yellow Pages directories all over the country through a single office—with one contract.

ACCT. SUPW. And we can put real sell in them?

Media Man: Sure. Tie right in with our national campaign. Get to the "Ready-to-Buys"—the people who are about to purchase a product like ours. Tell them why to buy as well as where.

ACCT. SUPV. Butwhataboutourtricky selected markets?

Media Man: That's just it. We can buy any combination of Yellow Pages directories to match our geographical marketing pattern.

ACCT. SUPV. And how do we get billed?

Media Man: Just one bill-monthly.

ACCT. SUPV. One thing more — what about commission?

Media Man: Positively!

ACCT. SUPV. I'm convinced. Let's put it in the works!



ONE CONTACT / ONE CONTRACT / ONE MONTHLY BILL

SELL IT WITH MUSIC ... on RCA Custom premium records!

Here's a premium that plays back in profits — self-liquidating RCA Custom premium records.

RCA records are the flexible premium, pin-pointing your market with hand-picked repertoire from RCA Victor's big-name catalog. Take your choice of singles or albums . . . stereo or monaural.

Even paper records — hard-hitting, unusual promotion tools — are yours for just pennies apiece!

You can use records to launch new products, celebrate special events, even for annual reports. And when you choose RCA, you get complete service — selection of music . . . recording service . . . art work and finished covers . . . drop-shipping and warehousing.

For the best - at competitive prices - call or write RCA today!

RCA CUSTOM RECORD SALES

155 East 24th Street — New York 10, N. Y. — MUrray Hill 9-7200 445 N. Lake Shore Drive — Chicago 11, Illinois — WHitehall 4-3215 1510 North Vine Street — Hollywood 28, Calif. — OLdfield 4-1660 800 17th Avenue South — Nashville 3, Tennessee — ALpine 5-6691





There's a new theory on the West Coast that the hand that rocks the cradle can also shove Chevies — so the Chevroladies behind the Chevy men have been invited into the sales act.

Way back in the thirties when there was much talk about who was exploiting whom, the magnificent, but at times wry-mouthed, Elmer Davis got a warm twinkle in his eyes and wrote an article for Harper's Monthly entitled: "On Being Kept by a Cat." In it he told how he was his cat's means of support and how the cat made him love it.

Early in May this year, GM's Chevrolet Motor Division, Pacific Coast Region, dreamed up a subtle sort of program for letting wives of the men who sell Chevies get a slant on warming up their means of support—husbands—to more willing and accelerated effort. Leaving the big wheels busy on the job, Chevrolet brought the hubs, that is, wives, into the spring sales meetings this year and gave them the days off, the good time—and the sales pitch on the 1960 cars.

SALES MEETING?—That's what Chevy calls it. Warming up for the big May-June car push, who got the days off? The lunches? Saw the new models? Salesmen's wives.

"You never saw such enthusiasm and enjoyment at a sales meeting," smugly reports Roy W. Cash, regional manager at the Oakland headquarters. The hard facts of marketing in one of the toughest of competitive fields were as dressed up as those to whom they were presented. Color, laughter, good food they didn't have to cook, the first known fashion show ever to be part of an automobile sales meeting, prettiest-hat contests, door prizes, strip film, coated the pill so sweetly that even the avowed cynics among the wives broke down and wrote their husbands' zone managers warm thank-you's afterwards, with promises of extra cooperation in making hubby a brisker salesman.

In previous years of rhale sales meetings, the message stressed was that May and June are the big months for selling cars. To build enthusiasm, contests were outlined and prizes and extra commissions announced. This year the same story was told to the wives of dealers, wives of their salesment and sales managers. The only men present were the zone managers, and prize of their salesment present were the zone managers, and several others to belp handle the ladies.

Invitations to meetings held successively in the zones' headquarters cities—Seattle, Portland, Oakland and Los Angeles—came in personal letters



In the 15-County Syracuse Market MEDIA SELECTION IS A CINCH

A market as big as the Syracuse Market is usually hard to cover. When you want to sell one-third the area of a state like New York, covering 15 counties, it usually means numbers of media and costly overlaps,

Different here! The Syracuse Market—all of it—can be bought easily and effectively.

True, there's only one efficient way to get it all—the Syracuse Newspapers. This power-house of influence delivers 100% of Syracuse City and rich Onondaga County. Add to that 90% coverage of the three-county Syracuse Metropolitan Area* and up to 76% coverage of the 12 surrounding counties and you get the whole Syracuse Market.

No other combination of media delivers comparable coverage at comparable cost.

Do your sales job the best way . . . permit Moloney, Regan & Schmitt to detail how your selling job can be simplified and made fully effective. Your advertising, too, can buy the WHOLE Syracuse Market.

 Onondaga, Oswego and Madison Counties—U.S. Dept. Budget Standard Definition



signed by the zone managers. About 85% of the wives invited accepted—2,800 in all—with some traveling as far as 300 miles to attend. In many cases, dealers chartered buses or arranged car pools and en route pickup. Travel expenses, in most instances, were borne by the dealers.

Each meeting started with an icebreaker luncheon, followed by a "Round-the-Clock" fashion collection presented by Betty Skelton (of astronaut-test fame) and featuring the work of such nationally known designers as Hannah Troy, Pauline Trigère, Scaasi and Bud Kilpatrick.

Now properly relaxed, the ladies were deemed ready for the 30-minute hard-core message, which was edged in gently with a strip film explaining the contest setup and showing what hubby might win if he really got inspired (including a 171-ft. sailboat, mink stoles, color television sets). It was pointed out that each dealership, regardless of size, had an equal chance of winning because it would compete only with other dealerships of similar size.

And how could the wives help their husbands increase sales?

Well, they could get in on the act themselves and do some prospecting—casually talk cars . . . and Chevy—to neighbors, at PTA meetings, bridge parties, or to the butcher.

"Here's one question," murmured the promotion manager slyly, "to ask of each and every person you come in contact with, and if you ask it I guarantee it can increase your husband's sales: 'Do you know anyone who needs a new car?'"

▶ And he added, concealing his uneasiness under a great big we-understand-one-another smile, "If any of you have any — er — odd minutes left over at home from the household chores, the kids, care and feeding of the means of support, why, how about writing out some postcards to hubby's prospects?"

The "odd minutes left over" got such a big laugh from the good humored ladies that the promotion manager was emboldened to add, cautiously, "and how about squeezing in a little time to help out with any bookkeeping that needs to be done—to free him for more selling."

Some little tricks suggested for getting the "wheel" off to a good rolling start were:

Cheerfully ask, when kissing him good-by in the morning, how many cars the ever-loving one is going to sell that day.

Or, if he's the type who's grouchy in the morning and doesn't care to be spoken to unnecessarily, there's the subtle expedient of cute messages to the same effect hidden in the morning newspaper, under the coffee cup, or scrawled in lipstick on the shaving mirror.

And, getting serious for a moment -and intimate-the real key to helping the husband sell more is to be genuinely understanding of his problems. If he's low, who but his wife can keep his spirits high? If he didn't sell a car today, tomorrow, she just feels in her bones, he'll sell two. When he comes home tired out, needing sympathy (maybe reassurance for not doing so well), help him. Tell him what a nice guy he is anyway, how hard he's worked ("even though you know darned well you've worked a lot harder," the promotion manager added wisely).

▶ There you have it – the Chevrolet West Coast Family Plan to make of every Chevrolady a velvet-gloved (or hard-fisted) sales manager at home.

How is it working? Regional Manager Cash says the meetings themselves couldn't have turned out bet-ter. "We were deluged with fine thank-you letters and kind words from the ladies. Dealers [who put up half the money for the prizes] are very enthusiastic. The men, who normally lose one to two days traveling to the meetings, had that much more time for selling. Representatives of women's departments of each newspaper in the four zone cities where the meetings were held gave us wonderful publicity because of the genuine news value [the newspaper women were guests at the luncheon and fashion show]. As to sales results," Cash adds, "we'll have that information only after the promotion ends."

Wives of dealers, incidentally, for whom there were no prizes on the horizon other than their husbands' dealership showing and its total rewards, had an incentive to do what selling they might at their level: the wife of the dealer who comes in tops in his dealership group will receive an oil painting of herself done from her favorite photograph, to present to hubby as his reward.

It may be asked, with no sales meeting for them, how the salesmen got the straight dope on the summer campaign plans. "We couldn't ignore the men altogether," Cash explains. "Short meetings were held for them by dealership groups."

Asked what prompted Chevrolet Motor Division's Pacific Coast Region to initiate this first (as far as is known) automobile sales meeting for wives of salesmen and managers only, Cash reminds: "Behind every successful man there is a woman."

Spendable income for Ohio farm families hits \$1,277,100,000



Farmers are industry's biggest customers . . . big because they spend from gross income . . . not from a worker's paycheck, minus deductions (net income).

As farm operations become larger and more mechanized, purchases increase. Since 1940, capital goods outlays have gone up 582 percent . . . production spending up 398 percent.

Ohio farmers buy in a typical year: tractors — 35,500 units; fertilizer — 1 million tons; building materials — \$373,822,000; drugs — \$90,509,000; furniture and appliances — \$171,470,000; food — \$830,833,000; automotive — \$707,400,000; gas and oil — \$284,697,000.



You reach him BEST in his own state farm paper

Local editing creates a climate of confidence in The Ohio FARMER — merging your sales story with his shopping list.

Farmers prefer THE OHIO FARMER 2 to 1 over any other farm magazine because articles are right for their soil and their crops.

State farm papers provide a reader environment rich in interest and trust . . . an atmosphere in which your advertising sells harder . . . is more impressive . . . more persuasive . . . more convincing.

Only state farm papers support your ads with local editing. Want proof? Send for free folder.



The Ohio Farmer

CLE AND 14, OHIO

STRAIGHT-LINE ADVERTISING available also in —
MICHIGAN FARMER • PENNSYLVANIA FARMER
THE INDIANA FARMER • THE KENTUCKY FARMER
THE TENNESSEE FARMER & HOMEMAKER

Why Not Free Managers From Sales Training Chores?

Recognizing that sales training is a full-time consideration and a job for an expert, Brown & Bigelow moved accordingly. It set up a training division, relieved branch managers of this timeconsuming duty. Sales efficiency gained, turnover dropped.

The man who stepped into the Oakland, Cal., branch of Brown & Bigelow (a recently acquired division of Standard Packaging Corp.) made it clear that he knew he was giving the company a big break—an opportunity to hire him as a salesman.

What the man didn't know was that he was about to become Exhibit A and the pilot model in a new kind of salesman training program designed to produce sales representatives with a high professional polish—and at the same time relieve B & B managers of time-consuming training chores.

Russell H. Woodlief, then the Oakland manager for B & B, looked the man over and was considerably unimpressed. . . . There was no questioning the man's confidence in himself, and that probably could be con-

verted into a desirable tenacity. . . . But he murdered the king's English, dropping an occasional phrase indicative of an automotive sales-lot background. . . . He was 29 years old, only an average dresser — probably would be a little flashier if he could afford it.

The important thing was, the man emphasized, that he was too good a salesman to be working for a straight salary. He wanted something with a foundation and a future—something he could build on.

The important thing to Russ Woodlief was that he was testing what he hoped would be a sales force rebuilding program to be established eventually throughout the sales system of the advertising specialty company (world's largest calendar producer). The company had rocketed ahead on the impetus of the bright, eager young salesmen recruited after World War II. By 1951, however, the best of the post-war salesmen had graduated into management ranks or into special niches with big accounts. B & B needed new "growth" salesmen.

With this problem facing 63 company branches throughout the country, Woodlief had an idea that the right solution would relieve local sales managers of having to spend about 60% of their time seeking, interviewing, training and directing new men.

Despite his reservations about the brash young man with the "dese" and "dose" talk, Woodlief had him fill out an application form. It showed a year in wholesale appliance sales before the war. And, sure enough, a great deal of car-lot work after the war.

Following company hiring policy, Woodlief set up the second interview, in the applicant's apartment. That's where he got his first pleasant surprise—the wife. She was no Mayfair product, but she had a quiet confidence in her husband's future in sales—if he had the right job. She told Woodlief that she would like to



Too Broke to Celebrate

"My first 'big' sale," says Russ Woodlief,! "was made when I was 26 years old. The customer was a painting contractor who was in business before I was born. In my first 'cold' call on him, I found out about a particular phase of his business which involved servicing oil companies. So, the second time I called, I had a complete program prepared which included this part of that particular market.

"I summed up with: You can buy all of the program, part of it or none of it. But I recommend a complete program to accomplish a complete selling job for you."

"Without hesitation the man said, 'We'll take the whole program.' It was a smothering, hot day, so hot the perspiration was dripping off me into the order blanks. When I started to write the first order, the customer invited me to lunch.

"I had visions of a nice lunch in a cool restaurant, but I had to face the reality of having only 65 cents in my pocket. So I said, 'Sorry, but I'll have to take a rain check because I want to work out the details of these orders during the noon hour.'

"The irony of the situation was that here were orders totaling about \$7,000 against my billfold's total wealth of 65 cents. I am proud to say that this firm is still a good customer."



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see what would happen to the husband in a sales job that was tough enough for him. She wanted, for instance, to push him into such activities as a toastmaster's club and public speaking classes.

After a further check on the applicant's past performance, he was hired. Then began his training by Woodlief, which took several weeks.

Woodlief worked to give the new man basic understanding of his new market. He demonstrated the practical application of the sales system the rookie was learning. He emphasized that Brown & Bigelow was selling ideas that would promote business for the people the salesman was calling on, not merely promotional merchandise.

▶ The success of the training work on this man and other new salesmen convinced Woodlief that what he could do well on a part-time basis, could be done even better by qualified full-time sales trainers. A manager should be able to spend nearly 100% of his time on his main duties, Woodlief reasoned, not the 35% to 40% left over after training responsibilities.

He tested his plan time and again, perfecting details, noting results, and quietly selling its main features to fellow managers at regional and company-wide conferences.

Last year, as vice president and general sales manager, Woodlief installed the training program, on which he had been working since 1951. To handle the program, he brought in James L. Abernethy as vice president of a new division—sales training.

▶ It was Woodlief's idea that eventually the salesmen trainers would work with a trainee even after he had been assigned to an area, to be certain that he was well launched on his new career. In the beginning, however, he and Abernethy agreed that until the program had proved its value in increased sales, the trainee would become the manager's responsibility after completing his initial training. The manager was to get him producing and see to it that he was well established in his new area.

That's the way it worked, with gradual expansion of the training staff to a total of five men, circulating around the country. The program was learning to walk before it attempted to run.

Once the program was ready for nation-wide installation, the sales training force was expanded from five to 21 men. They established "schools" right in the cities where the new men worked, instead of bringing them into major offices.

The mechanics of the Brown & Bigelow plan are simple. The neophyte salesman is given a 90-day primary course in the fundamentals of selling company ideas, products and service, all under the direct supervision of the sales training division.

The schools are strategically located to cover various marketing problems. The teachers are regional sales training directors with years of background in selling and sales management. They teach the pupil in a week of classroom work.

The second week is spent in the field, where the student is under the eye of a sales trainer who, like the director, also has a successful selling background. Now the trainee learns the practical application of sales promotional ideas, pricing, presentations and the various items in his line.

Regional sales training directors, as well as the sales trainers, make periodic evaluations of the new salesman for his future manager and the sales training division. Thus a complete record of a man's strong and weak points is established.

At the end of the 2-week period, the novice begins making planned calls

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alone. This is not the end of his training, however. Periodically, he is visited by the sales trainer for a work-

ing checkup.

The branch managers and trainers are quick to drop men who obviously aren't going to make the grade. There is one evaluation — on the basis of capacity to learn, progress made, and general outlook—after a few days of training in the field. Another, closer evaluation is made after 30 days.

Brown & Bigelow sales executives are confident that the training program provides answers to a lot of

problems:

 One of the first benefits showing up as the sales training program began its orderly expansion was a decline in the turnover rate of salesmen.

The branch manager, freed of the responsibility of training new men, had more time to spend with the "growth" salesmen, men with two or more years with the company and possessing an apparent high potential. The manager also had more time to spend with the sales veterans—men who handled the special accounts. With the increased attention they were getting, such valuable salesmen knew they were going some place

and were less inclined to look around for greener pastures.

 Expansion of the sales training force offered a means of promotion for field salesmen who were beginning to show aptitude along that line, or who needed a test of their ability to handle men.

With this well-rounded, standardized sales training, many men became readily available for promotion without having to go through retraining.

- For B&B, the program means a continuing supply of good salesmen and development of managerial material from the field forces. The company expects an expansion of its current force of 1,026 salesmen by about 200 men this year—without a bit of damage to any man already producing in the field.
- It wasn't long before the sales training program began to be reflected in increased sales.

And that ex-car jockey in Oakland, for instance, had outgrown his original assignment in the area and had been moved to a more productive territory in northern California. He was getting more sales in the area than the company had expected.



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What's Up at 7-Up?

(continued from page 38)

3. Whatever Seven-Up and the Developers did to expand sales had to be "promotion for **profit.**" ("All of our Developers," says Wells, "are now making money.")

For the first eight years, sales rose rapidly as new territories were franchised. And since 1937, Seven-Up has seen to it that sales kept on growing. In 23 years, Seven-Up has nearly trebled its share of this burgeoning industry.

On C. L. Grigg's death in 1940 his son H. C. Grigg became president. Among other things, the new regime took a new look at advertising. Until then the Developers had placed their own advertising, from six catalogues a year supplied by Seven-Up. Though this system provided both national continuity and concentration on specific themes, it also gave-for betteror worse-the impression that this drink was a local product made by the 7-Up Developer. At any rate, by 1943, H. C. Grigg decided that it was time for The Seven-Up Co. to "assert its full personality on a national basis."

► The company has advertised steadily every year since.

It still makes one product. But to the familiar 7-oz. size have been added 12- and 28-oz. bottles. About half of the Developers are now selling Seven-Up in cans, introduced in February 1959. Virtually all of them are doing more with cooler-vendor and pre-mix outlets. And in this new decade, the entire organization glows over the opportunities being offered by what Seven-Up calls "the explosive family and youth markets."

The Developers and their men are being prepared for them.

Every other year Seven-Up holds an international sales convention in October. In alternate years, five regional meetings are scheduled in that month. But, like the advertising, the job of training and developing is an endless, everyday process.

endless, everyday process.
"We feel we do more training,"
Ben Wells points out, "than any other

soft drink producer."

In addition to frequent sales management conferences with the Developers, Seven-Up is eternally busy training and retraining—and "reinforming"—the Developers' sales managers and supervisors and, through them, the truck driver Sales Makers. Under Sales Training Director Robert E. Britton, for example, sales managers' schools are scheduled this year for New York City, Portland, Ore., and Kansas City, Mo.; and supervisors' schools for Chicago, Fort Worth, Salt Lake City and New York.

▶ More volume is fine. Seven-Up was pleased to note that in the Consolidated Consumer Analysis for 1959, conducted by newspapers in a score of markets from the Atlantic Coast to Hawaii, its product stood first in preference in 11 markets. Coca-Cola local brands prevailed in two, and local brands prevailed in Milwaukee and Newark.

But the everlasting aim of Seven-Up's "total marketing" is growing profit to all the forces concerned in it. The theme of one session at a 7-Up sales management conference is "The Sales Manager's Role in Budgeting." The bottle's sales manager learns to budget both for "increase in sales and for profit on sales." He learns to determine costs and quotas; to reform or add routes as necessary, "to provide more selling time for Sales Makers, better service and more merchandising."

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How to Sell Against Imports

(continued from page 35)

throw up your hands and decide that you can't possibly meet the price. The U.S. photographic industry almost did that a few years ago until Bell & Howell's president, Charles H. Percy, showed that even better equipment could sometimes be produced here for less money than the imports. The whole industry has been setting sales records ever since.

There has been too much loose talk about our high labor costs' "pricing us out of the market," and not enough solid study of just what the truth is in each line.

A comparison of 45 main U.S. and British industries, for example, showed that they could undersell us in only a third of the lines. In 16 of the industries, our superior productivity more than made up for our higher wages—so we could undersell them. And in the remaining lines, producers in the two countries were about evenly matched on price.

2. Fighting the Better-Crafted Import

This is harder to fight than price competition. The truth is that many buyers both here and abroad are critical of the make-do production methods which have been so common in the U.S. since World War II. Even companies that give the closest attention to good workmanship are suffering from this unfavorable general impression. Continued prosperity and long periods of "sellers" markets" have made many firms forget that people buy things to feel pride of ownership, as well as to get routine usefulness.

In many cases, the criticism of inferior craftsmanship is unfair-merely a lingering echo of a few past incidents. In this event, it's clear that your promotion has to stress fine quality for a while. There is no quick, royal road to undoing an unfavorable product image. But it can be done with steady hammering.

As an example, Cutter Laboratories, which was stricken by a national wave of extremely bad publicity when some of its Salk vaccine caused paralysis, has now fought back to the point where it is having one record sales year after another. At last report, Cutter common stock was selling at more than double the price it had fallen to after the polio scare-but this has taken several years of courageous persistence by a management that wouldn't quit. Once you get clear in your own mind the fact that quality image is the core of your problem, the rest is a matter of patient effort.

▶ On the other hand, maybe your product is vulnerable to the finer imports because the factory really isn't paying enough attention to little things. If this is the case, there's no use kidding yourself and denying that it is so. In fact, the import competitor may be doing you a favor in the long run by bringing this kind of deficiency to light.

Here is a concrete example of how this can work: Stainless steel tableware from abroad has been hitting our domestic industry pretty hard. Some of it, the very cheapest type, is in a price class by itself—and the only hope of keeping our products in the running lies in recent U.S. Government action to limit the amount of Japanese goods coming in. But some of the foreign flatware is going over because it is extremely fine, rivaling silver plate in its simple beauty.

The sales director of a U.S. company that has been a long-time leader in the manufacture of flatware visited department stores all over the East to learn why his goods weren't moving. One buyer after another told him a story like this: "We'd rather buy yours if we could because supplies of these foreign ones are slow in coming and the sets are often incomplete. But you people aren't as careful as you used to be. You're sitting back and trading on your reputation of 20 years ago. The seam lines between knife handles and blades are rough. The fork tynes are irregular. If you'd just come close to the workmanship of these Europeans, you'd get my business."

Back home, the marketing man made a frank report. It was opposed at first. "Sure, the sales department wants to put the blame on production," was the early reaction. But after getting letters from a dozen buyers and showing them as evidence, the opposition was weakened and a plantwide quality study is now under way.

The sales end of your business can't change quality by itself, but it can report the facts forcefully and repeatedly to top management until something is done about it. This isn't just your right; it's an obligation—for the sales department should be counted on as the company's No. 1 intelligence service, keeping the organization posted on outside conditions.

3. Fighting the "New Feature" Import

This is a matter of evaluating the new features and using your greater knowledge of the U.S. market to decide: Is this something really better—something that's here to stay—or just a passing fad?

If you jump to adopt a new gadget from abroad just because a few of your customers have been attracted to its newness, you may look foolish a year from now. It's better to wait it out and suffer for a little while.

But don't close your mind to the possibility of a foreign company's having something that people really want. That was the mistake the auto industry made until small cars had gained a firm foothold here. If Detroit had switched to compact designs while foreign makers were still regarded with suspicion in the U.S., it would not now have such solidly entrenched competitors to fight.

Here again, of course, the marketing man can only recommend what his company should make. Until his words are heard, he has to go on selling what is being produced today. That goes back to something touched on above: Find the superior and dif-

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ferent things your product offers and sell those. Sure, the foreign item may have new features, but does it have all the old features that your customers are used to?

4. Fighting the "Glamour" Import

Despite all the fuss that has been made about the "snob appeal" of imported goods, it's really the least of your worries. "In the long run, the number of sales you gain or lose because a product has the glamour of just being different can be made up out of the petty cash box," says a prominent business psychologist, exaggerating somewhat to make his point.

This is not to be confused with the genuine and long-lasting quality image that some products have been able to create. But that is entirely different from the problem we're talking about here. Struggling against the magic of brand names like Rolls Royce, product names like Bordeaux or Burgundy, is not strictly a problem of import competition. The same kind of reputation attaches to a car named "Cadillac," a razor called "Gillette," and any beer made in Milwaukee. Those are deeply ingrained phenomena—as hardy as they are slow to create.

By contrast, the foreign snobappeal that is supposed to be so shattering to U.S. goods can disappear as fast as it comes. But even while it lasts, it may not be all bad for your business. Once in a while, a fad like this can pep up a whole industry. Italian shoes, for example, frightened U.S. manufacturers to death for a while when they began to catch on here. "They're not better in any way"; said one grumbling U.S. shoe executive, "but people are buying them even when they don't need shoes-just because they're something different. Great for the retailers, but murder for us." Within a year, however, this same man admitted that the new interest which people were taking in shoes-plus his own company's adoption of a few Italian style ideas-were making his sales better than ever.

Import competition is a potential problem to almost every U.S. company that makes tangible products, no doubt about it. To many of our lines, it's already a real and immediate problem. But it is not the terrifying menace that has been pictured. Just like any other competition, it can be met by honest values and aggressive marketing. And there are times when it can even be turned into an advantage—creating more interest and more business for everybody in the industry. •

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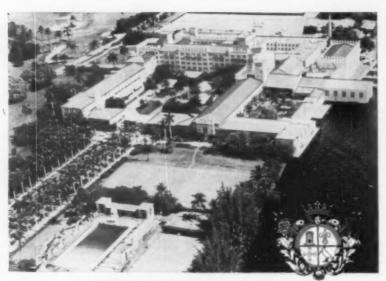
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Cutler-Hammer, Inc. Milwaukee — Richard Coughlan appointed sales manager of Cutler-Hammer International, C.A. He joined the sales staff in 1951.

Dayco Corp., Dayton, Ohio—B. Parker Middleton promoted to sales manager of Dayton Dayflex Plastics division. He has been assistant sales manager since 1955.

Electric Storage Battery Co., Cleveland – Harry N. Roberts appointed marketing vice president of the automotive division.

The Fafnir Bearing Co., New Britain, Conn.—Stanley G. Fisher named general sales manager. For the last 14 years he was with Landers, Frary & Clark, most recently as vice president and general sales manager.

Foote Mineral Co., Philadelphia—William M. Raynor, purchasing director, named general sales manager.

Greer Hydraulics, Inc., Los Angeles—Donald K. Marsh appointed general sales manager. Leonard H. Seeman appointed sales manager of Greer's Products division, with headquarters at the new eastern offices in Westbury, N.Y.

Hughes Aircraft Co., Culver City, Cal.—John H. Richardson appointed marketing vice president. He has been with the company for 12 years.

A. G. Spalding & Bros., Inc., Chicopee, Mass.—Edward G. Dowling, formerly marketing director, named vice president of Spalding Sales Corp.

Stromberg-Carlson Division of General Dynamics, Rochester, N. Y.—Edward P. Sykes, Jr., appointed marketing director of the Commercial Products division. He had been with McKinsey & Co.

Whirlpool Corp., St. Joseph, Mich.— Harper R. Dowell, former distribution manager, promoted to general manager of distribution and sales. Thomas F. Bartley, former field sales manager, promoted to general sales manager.

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BRANCH SALES MANAGER—3 men wanted to head branch organizations respectively in Gadsden, Anniston and Decatur, Alabama for Muzak background music company. Starting salary—\$125 week, plus car expense and commission-bonus plan, all leading to salary plus share of profits and company vice president. Can earn \$15,000-\$20,000 year in two years. Retirement benefit program. Must have car, success sales background, age 26-45. Send resume or apply for preliminary interview—Mrs. Bland, WKUL, Cullman, Ala.

The Militant Housewife

Down in Washington, Mc-Call's has just finished holding its Congress on Better Living, where women homemakers from all over the country sat for five hours of round-table discussions on the home, its structure and equipment. And if the housing balloon is going to get off the ground next year, builders had better take heed. Herewith some of the points made by the ladies:

- Twenty years is the maximum time needed to pay off a mortgage; no longer terms, please.
- An "individually designed" exterior is worth an extra \$1,000. The ladies are sick of look-alike housing.
- In their next houses, the gals want an old-fashioned "walk-in" pantry; and the television set will be "anywhere but in the living room."
- Shopping centers and churches need not be local. "We can travel to them."

Not for Cheap Skates

Someone has been cerebrating at General Mills. In its "Corvair Sweepstakes," the contestant is asked to enclose no box-top from the nine cereals involved—Cheerios, Wheaties, Trix, Pick-a-Pack, Corn Kix, Frostyo's, Jets, Hi-Pro, Cocoa Puffs. There are no jingles to complete, no statement in 25 words or less on why "I like Cheerios."

The cerebrating: No rules are given in the advertisement. You have to read them on the sides of the cartons in the store. In order to be eligible for four spaced drawings on each of the nine items, you must know the p.o. box number—different in each case. Naturally, you aren't going to be cheap and copy them off in the store. No, you'll buy the cereal, and that's just what someone at General Foods had in mind!

Schaefer Sponsors Beisbol

Hundreds of Yankees now own a tiny scrap of The Old Sod (translation: Ireland) thanks to The F.&M. Schaefer Brewing Co. Last St. Patrick's Day, the Brooklyn brewer delivered handsomely done - up land grants, entitling recipients to handkerchief-size pieces of Eire. The value is non-existent, weighed in dollars. But to Irish-Americans those small grants are sweeter than gold. Last year Schaefer sponsored baseball games between the Circuito de Beisbol Aficionado de Puerto Rico (the Amateur Baseball League of Puerto Rico) and La Federacion Atletica Lingas Hispanis de Nueva York (the Spanish-Speaking Athletic Federation of New York). The company flew the Puerto Rican players to New York for the games, printed and distributed tickets, rented the field, arranged for lights. A long-time baseball fan, Rudy Schaefer, the company's prexy, threw out the first ball. (Schaefer once sponsored the Dodgers on TV.) Both promotions were the brain-children of the Schaefer Public Relations Division which makes a specialty of catering to the interests of New York's many ethnic

The P.R. Division arranges for college jazz competitions (which cut across practically all ethnic lines), sponsors the Paderewski Piano Scholarship (awarded by the Kosciuszko Foundation under a grant from Schaefer) for young men and women of Polish extraction. When the winner of the Miss Nigeria contest came to America, Schaefer sponsored a cocktail party in her honor. When German Festival time rolls around, the company oom-pahpahs right along with the celebrants.

Because of all this, there's hardly a New York ethnic group that can't spell Schaefer. You'd be surprised how many accents walk into the delicatessen and ask for a certain beer.

Network Department

CBS sent us a release to the effect that The Mrs. America National Finals will be broadcast as a News Special Event. What interested us most was that five of the seven judges for the contest are Misses.

NBC also sent us a release. And buried down in paragraph two was a title that fascinated us: The network has a "Senior Executive Vice President."



Good News

You won't have to pay excise tax on Sen-Sen anymore! And you can thank Lester H. Smiley, sales manager of the American Chicle Co., Sen-Sen's maker. Good old Sen-Sen-the breathpurifier Grandad relied on after he'd had a nip or two. For years Sen-Sen was classified by the Government as an "aromatic cachou" and the mean old tax men said that made it, like per-fume, subject to excise tax. Mr. Smiley railed against the unfair competitive advantage this tax gave other breath purifiers not sold in pellet form. He got to work, 13 years ago, little realizing the job he had cut out for himself. Eight times the House passed a bill that would have removed the shackles from Sen-Sen. And eight times the bill was shelved in the Senate. But the ninth try, says Smiley, heaving an aromatic breath of relief, was successful.

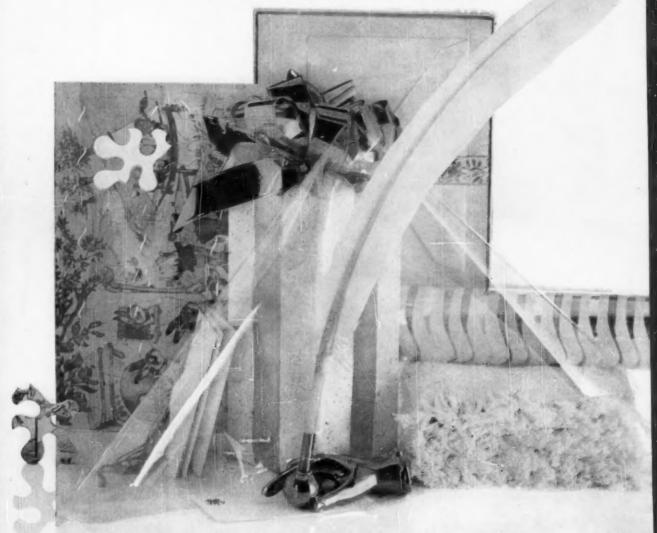
So eat up your Sen-Sen, boys; it's tax-free!

TRYCITE*

Now, from The Dobeckmun Division-

unconverted TRYCITE-for marketers and

manufacturers who do their own packaging!



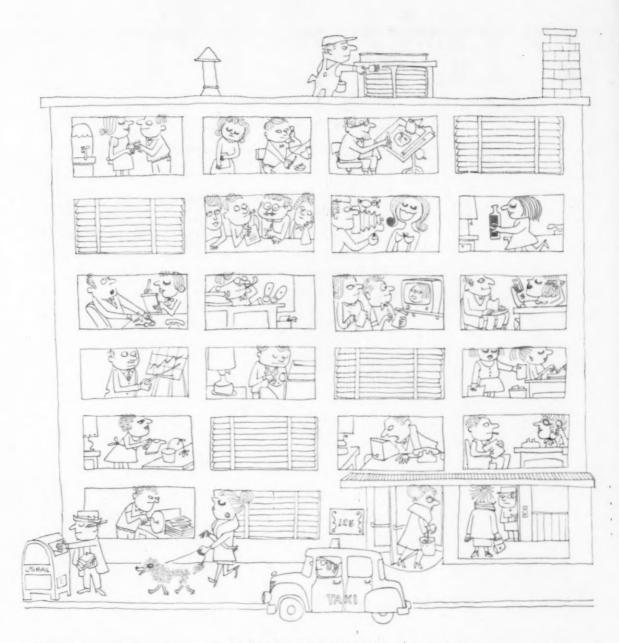
Available now through Dobeckmun, Trycite, a polystyrene film, product of Dow packaging films research, is now yours to use in unconverted form... together with whatever technical assistance you may need... plus expert packaging counsel from the acknowledged leader in the field. Keenly priced to be competitive, Trycite possesses unexcelled sparkling transparency. Trycite will not become brittle with age, neither will it crack or deteriorate. Trycite does not absorb moisture, thereby eliminating distortion. Trycite's economy, excellent ageing, and dimensional stability make it especially suitable for the overwrapping of games, toys, novelties, and paper products of all kinds. If you do your own packaging, investigate Trycite—call the source that delivers the service as well as the goods.

THE DOBECKMUN COMPANY



A Division of The Dow Chemical Company, Cleveland 1, Ohio . Berkeley 10, California . Offices in most principal cities.

T. M. The Dow Chemical Company



Media's Law:

To a seller of hair dye, the pulling power of an advertising medium is equal to the amount of hair dye sold.

To media men, pulling power is influenced by several inter-related factors.

The law or formula looks like this:

Pulling Power

=
Circulation Volume

×
Editorial Vitality

×
Reader Confidence

The larger measure of these ingredients in the Chicago Tribune accounts for the greater results produced for advertisers.

The Chicago Tribune, with a circulation 1½ times that of any other Chicago newspaper, out-pulls the other papers by at least 3 to 1 and as much as 15 to 1.

More Chicago families read the Tribune than the top five weekly magazines combined; more than six times as many Chicagoans turn its pages as turn on the average evening TV show!

Chicago Tribune

